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HISTORY
of
Massachusetts
Industries

Their Inception, Growth
and Success

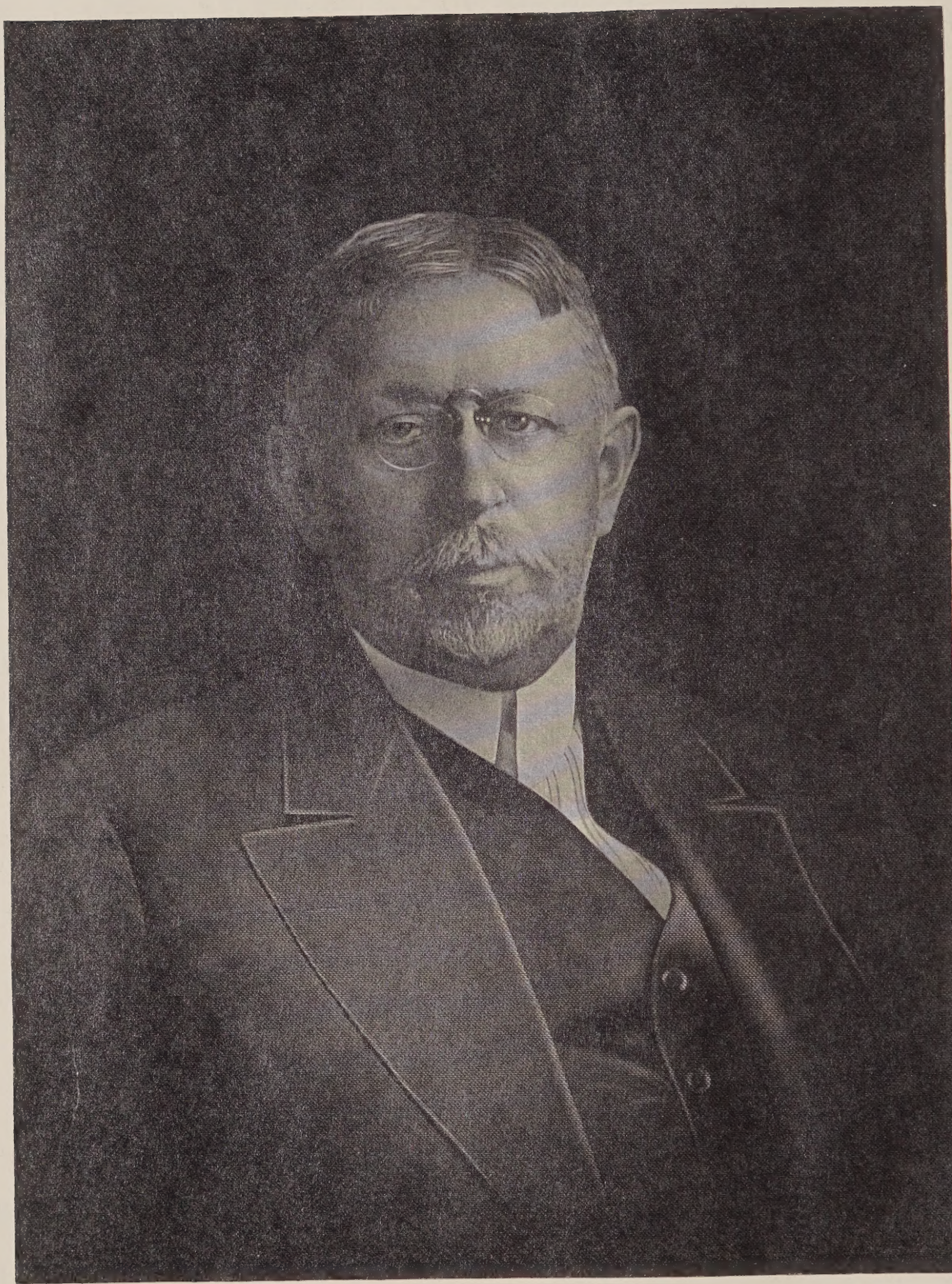
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Charles L. Edgar

BIOGRAPHICAL

CHARLES LEAVITT EDGAR

Nowhere has more notable progress been made than in the field of electrical lighting. Invention and modern business methods have revolutionized the work of illumination and each year has chronicled a steady progress that has brought about present-day results. With this field of activity Charles Leavitt Edgar has been continuously identified for forty-seven years and, gradually working his way upward, he is today president and general manager of the Edison Electric Illuminating Company of Boston. Various other business interests, too, profit by his sound judgment and cooperation until he is now a well known figure in industrial, manufacturing and financial circles.

A native of New Jersey, Mr. Edgar was born in Griggstown, December 23, 1860, a son of Thomas and Annie (Veghte) Edgar. His college work was done at Rutgers, where he won his Bachelor of Arts Degree in 1882 and that of Electrical Engineer in 1887. In the meantime he had made his initial step in the business world, having entered the employ of the Edison Electric Light Company of New York in 1883. He continued in that connection until 1887 and in the latter year became general superintendent of the Edison Electric Illuminating Company of Boston. Three years' service brought him promotion to the vice presidency and he continued as general manager as well from 1890 until 1900. Since the latter date he has been president and general manager—the guiding spirit in the organization, which is rendering to the public a most valuable service, meeting the highest standards of public utilities. In addition he is serving as chairman of the board of directors of the New England Power Association; on the executive and finance committees of The Employers' Liability Assurance Corporation; as a director and member of the finance committee of both The Employers' Fire Insurance Company and the American Employers' Insurance Company; as a trustee of the Employers' Group Associates; as a trustee and member of the executive committee of the Massachusetts Utilities Associates; a director and chairman of the executive committee of the Society for Electrical Development; a director of the Associated Industries of Massachusetts and a director of the Electrical Testing Laboratories. Mr. Edgar has always kept abreast of the times in his knowledge of inventions in his particular field and of progress having to do with lighting and has come to be recognized as an authority upon many questions relative

thereto. His public spirit is expressed by his service as chairman of the welfare committee of the National Civic Federation, as a director of the Life Extension Institute, Inc., and as a trustee of Rutgers University of New Brunswick, New Jersey.

On the 16th of June, 1886, in New Brunswick, New Jersey, Mr. Edgar was married to Annette M. Duclos. He is of the Episcopal faith and in political belief is a republican. Mr. Edgar is widely known in club circles of the east, belonging to the Engineers Club of Boston and New York, the University Club of Boston and New York, the Exchange Club of Boston, the Algonquin Club of Boston, the Commercial Club of Boston, the Beacon Society of Boston, the Brookline Country Club, the Kingswood Club of Wolfeboro, New Hampshire, the Bald Peak Country Club of Melvin Village, New Hampshire, the Seaview Golf Club of Absecon, New Jersey, the Hoosick-Whisick Club of Canton, Massachusetts, and the New York Delta Upsilon Club. He has been called to the presidency of the Massachusetts Electric and Gas Association, which office he is now filling. He is a member of the National Electric Light Association, the Association of Edison Illuminating Companies, the American Institution of Electrical Engineers, the American Society of Mechanical Engineers, the Illuminating Engineering Society, the British Institution of Electrical Engineers, the American Academy of Political and Social Science, the American Academy of Arts and Sciences, the Boston Society of Civil Engineers, the Franklin Institute of Philadelphia, The Business Historical Society, Inc., and Union Internationale des Producteurs et Distributeurs Energie Electrique of Paris. His activities have therefore become international in scope and his influence and labors have been a potent force for progress and advancement.

ALBERT N. MURRAY

Among the industrial establishments which have had a part in developing Kendall square, Cambridge, into the leading industrial center of Greater Boston is The Murray Printing Company, founded over thirty years ago by Albert N. Murray. Mr. Murray was born at Rockport, Massachusetts, September 26, 1873. He attended the public schools of that town, after which he immediately turned his attention to the printing business. After a few years as apprentice and journeyman printer in Rockport, Gloucester and Boston, he organized the Murray & Emery Company, which began operations in a room on Union street, Boston, with an equipment of two job presses and an "assisting staff" of one errand boy.

A few months later the new firm moved to Bromfield street, and a year or so later located on Milk street, where the first cylinder press was installed. Larger quarters soon became necessary and the next move was to Oliver street, where the business increased to an extent requiring five cylinder presses. After two years on Oliver street, the firm located on

Atlantic avenue, where for a period of ten years the business continually expanded. In 1913 the company purchased its present site at Kendall square, Cambridge, and erected a two-story building designed especially to meet the requirements of the business. Two years later an additional two stories were added. In 1918 Mr. Murray purchased the interest of Mr. Emery and The Murray Printing Company took its present name. Today the company is financially rated among the highest in the industry, owns the building which it occupies and operates one of the largest printing plants in New England.

The plant comprises a large composing room with monotype department, twelve cylinder presses, nine job presses, a complete pamphlet bindery and a storage vault with a capacity of over seven thousand boxes of plates. Among the one hundred employes is the former office boy who ran errands from the little shop on Union street over thirty years ago. The business is operated on a non-union basis, and the firm pays the highest scale of wages prevailing in the industry.

The production of The Murray Printing Company includes fine multi-color work, book, magazine and periodical printing, catalogs, booklets and advertising material of all kinds, and the general run of commercial printing required for business and professional use. One year ago a roto-gravure department was established, the company being the first commercial printing firm in New England to install rotogravure. This has substantially increased the scope of the company's activities. The firm numbers among its regular customers many of the leading business firms and educational institutions of New England.

Mr. Murray was one of the organizers of the Kendall Square Manufacturers Association and served as its president during the five years the association was in existence. When the association was merged with the Cambridge Chamber of Commerce in 1927, he became president of the new organization, the Cambridge Industrial Association, serving one year in that capacity. At the Third New England Conference, in 1927, he was chosen a member of the Massachusetts Division of the New England Council for a two-year term. Mr. Murray is past president of the Employers Association of Eastern Massachusetts, is a director of the Harvard Trust Company, of Cambridge, and a trustee of the Melrose Savings Bank. In 1905 he was united in marriage to Miss Florence Chesley, of Rockport. One son, Albert C., is now attending college. For many years they have made their home in Melrose.

PETER SIM

Among those who have passed from life but whose work survives in the continuance of business enterprises of importance which they have established is numbered Peter Sim, who became a well known leather manufacturer of Salem. He was born in Scotland in 1832 and pursued

his education in the common schools of that land of hills and heather. His mother died when he was but eleven years of age and in his early youth he went to sea. Finally he became connected with the American coastwise service and eventually he left the sea to establish a permanent home in Peabody, Massachusetts, where he worked for various leather manufacturers, learning the business in principle and detail. It was about 1873, when he was forty-one years of age, that he started out independently by the establishment of a tanning plant which formed the nucleus of the present business that is being carried on by his sons. After a little time he was joined by his sons under the firm style of Peter Sim & Sons, the business operating under this name for more than a half century. Its patronage has steadily increased with the passing years. Mr. Sim was extremely thorough in his methods and kept abreast with the times in the improvement of leather manufacturing processes. The firm today specializes in the manufacture of sheep leather and is known throughout the country for the quality of its product and for honest dealings, in which regard the sons have faithfully followed in the footsteps of the father. Their output includes all sorts of fancy colored leathers such as are in demand by shoe manufacturers at the present time. Peter Sim, the father, developed several improvements in leather manufacturing, producing higher qualities of leather, and continued actively in the business until his death.

Mr. Sim was married to Miss Mary Jane Steele, of New Brunswick, Canada, and they became the parents of eight children, of whom Peter A., Robert J. and Francis D., now constitute the firm of Peter Sim & Sons and are mentioned elsewhere in this work.

Mr. and Mrs. Sim took a very active part in the work of the Congregational church, to which they belonged. He was likewise a loyal follower of the teachings of Masonry and from the decade of the '60s until his death he was an active and untiring worker in promoting the cause of temperance, his entire life being guided by the highest standards of manhood. He passed away in March, 1897, aged sixty-five years.

ROBERT J. SIM

Robert J. Sim is one of the three partners of the leather manufacturing firm now operating under the style of Peter Sim & Sons at Salem, a business that was established by his father, Peter Sim. The mother bore the maiden name of Mary Jane Steele and both have passed away. The birth of Robert J. Sim occurred in Peabody, Massachusetts, in March, 1854, and after mastering the branches of learning taught in the public schools of his home locality he took up the task of learning the business of tanning leather and has so acquainted himself with the trade that he is familiar with all modern processes such as produce the results now demanded by the highest class trade in that line. He and his brothers,

Peter A. and Francis D. Sim, are partners in the undertaking and have developed a trade of very substantial proportions, doing contract work.

In Beverly, in 1888, Mr. Sim was married to Miss Ella F. Barry, who has been very active in church work and is also a member of women's clubs. They have a son, Robert F., thirty-one years of age, who is a veteran of the World war and who is now in business with his father, so that he will carry on the name and the work of the firm of Peter Sim & Sons in the third generation.

Both Mr. and Mrs. Sim attend the Congregational church and he also belongs to the Independent Order of Odd Fellows. His interest in community affairs is shown in his connection with the Salem Chamber of Commerce and his hearty support of all of its measures for the development of the city and the maintenance of civic standards.

FRANCIS D. SIM

Francis D. Sim, of the firm of Peter Sim & Sons, Salem, a name widely known to the wholesale trade, since they do tanning on a contract basis, was born in Peabody, Massachusetts, March 15, 1858, and pursued a public school education while spending his youthful days in the home of his parents, Peter and Mary Jane (Steele) Sim. He afterward worked in various leather and tanning plants, thoroughly acquainting himself with the business and gaining knowledge of the most advanced methods of the trade at that period. He was a youth of seventeen when in 1873 he started with his father in the present business, now conducted under the style of Peter Sim & Sons. They have a plant equipped for expert work in tanning and they have always specialized in handling contracts for large jobbers, doing their work on a contract basis. Because they meet all modern requirements in turning out quality work they have been able to secure the patronage of some of the most prominent leather jobbers throughout the passing years. Francis D. Sim is treasurer of the company, which is conducted as a partnership affair, and also acts as business manager of the firm. He bends his energies to the capable and profitable conduct of the business and his efforts are richly productive, while the business policy of the house is such as will bear the closest investigation and scrutiny.

PETER A. SIM

The firm of Peter Sim & Sons of Salem has enjoyed an existence covering many years, during which they have carried on an extensive contract business in the tanning of leather, their patrons including many of the prominent leather manufacturers of New England. Since starting

out in the business world Peter A. Sim has been identified with this undertaking. He was born in Peabody, Massachusetts, in May, 1863, a son of Peter and Mary Jane (Steele) Sim, and he pursued his education in the public schools, after which he became associated with his father and brothers in leather manufacturing. Ultimately the business was organized as a firm under the name of Peter Sim & Sons and throughout the entire period of his active business life Peter A. Sim has been associated with this undertaking.

In Peabody, on the 26th of June, 1888, he was married to Evelyn A. Golthwait, and they had a daughter, Mildred, who became the wife of Everett O. Jewett and passed away in 1928, leaving one daughter.

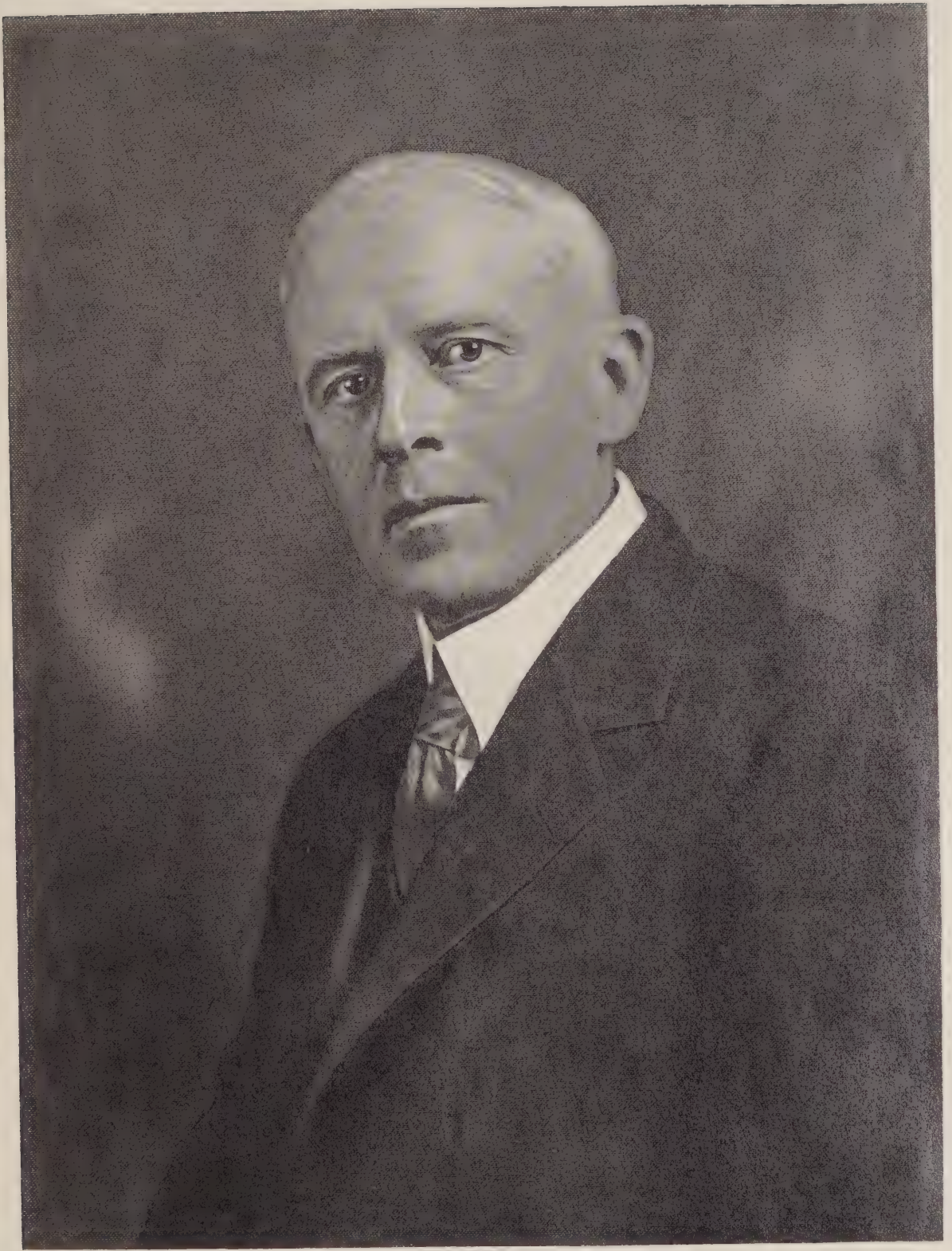
Mr. Sim is interested in the moral progress of the community and is serving as treasurer of the South Congregational church, in which he has long held membership. He belongs to the Knights of Malta but has had no time for club activities owing to the constant demand made upon his energies by the business in which he is engaged. At the outset he recognized the fact that energy and unfailing industry constitute a sure foundation upon which to build success and he therefore made it his purpose to thoroughly acquaint himself with the processes of tanning and leather manufacturing and to direct his efforts along lines in which fruition is certain.

HENRY INGRAHAM HARRIMAN

With the industrial development of Massachusetts, Henry Ingraham Harriman has been closely and prominently associated, having organized and managed many public utilities and developed and brought to the market many of the water power resources of New England. He is now president of the New England Power Company and chairman of the board of the New England Power Association, and he is a director and officer in many other corporations which have to do with the electric and power interests in New England.

Mr. Harriman was born in Brooklyn, New York, December 26, 1872, the son of Daniel Gould and Sally Ingraham Harriman. He attended school at Adelphi Academy, now Adelphi College of Brooklyn and in 1895 graduated from Wesleyan University with the degree of Ph.B. Two years later he received the degree of LL.B. from the New York Law School. He was married to Edith Graves, of Clear Lake, Iowa, July 7, 1898, and has had three children, Eunice A., Barbara, and Gordon. His daughter Barbara is not living.

In 1898 Mr. Harriman took out certain important inventions on automatic looms and entered the employ of the American Loom Company at Readville, Massachusetts. Later he was connected with the successor of that company, The Stafford Company, manufacturers of weaving machinery. In 1905 Mr. Harriman became interested with Malcolm G. Chace



Henry J. Harriman

of Providence in the development of southern water powers. Messrs Chace and Harriman later sold their southern power interests and organized the Connecticut River Power Company and the New England Power Company for the development and distribution of hydro-electric power in central New England. These companies in 1924 became the nucleus of the New England Power Association, the largest electric and utility group in New England and one of the largest in the country. Among the companies owned by the New England Power Association, of which Mr. Harriman was the first president, are the New England Power Company, the Connecticut River Power Company, the Rhode Island Power Transmission Company, the Narragansett Electric Company, the Fall River Electric Light Company, the Worcester Electric Light Company, the Lawrence Gas and Electric Company, the Lowell Electric Light Company, the Gardner Electric Light Company, the Webster and Southbridge Gas and Electric Company, the Attleboro Electric Company, the Bellows Falls Power and Electric Company, and numerous other utilities in the New England states. The New England Power Association now generates well over a billion kilowatt hours a year.

In addition to Mr. Harriman's business activities he is a trustee of Wesleyan University, was the president of the Boston Chamber of Commerce in 1917 and 1918 and has the same office of 1928 and 1929. He is also chairman of the board of public trustees of the Boston Elevated Railway Company and has been for many years chairman of the Metropolitan Planning Division. During the World War he was a member of the Massachusetts Committee of Public Safety, and chairman of the New England Transportation Conference.

Mr. Harriman has always been a member of the republican party. In religion he is a member of the Congregational church. Fraternally he is connected with the Masons and is a member of the University, Algonquin, Twentieth Century, Brae Burn, and other Boston clubs.

COLONEL CHARLES R. GOW

Colonel Charles R. Gow, president of the Gow Company, Inc., of Boston and a resident of Brookline, has further been identified with his state through his connection with military affairs and through public service, being now chairman of the Metropolitan Planning Division and on February 1, 1929, was appointed as postmaster of Boston by President Hoover for a four-year term. A native son, Colonel Gow was born in Medford in 1872, and in the acquirement of his education attended Tufts College Engineering School, from which he was graduated with the class of 1893. Twenty-six years later his alma mater conferred upon him the honorary degree of Doctor of Science and for several years he has been a lecturer at M. I. T.

Entering upon active work in the engineering field, he served as

assistant engineer of the Boston Transit Commission, having charge of the building of sections of the Tremont street subway and the East Boston tunnel. He has also done important engineering work in connection with the construction of the New York subway and has long since been accorded prominent place in professional circles. He invented what is known as the Gow caisson method of installing foundations—now widely used in building construction. A recognition of his ability on the part of fellow members of the profession came to him in his election in 1915 to the presidency of the Boston Society of Civil Engineers.

Colonel Gow has also rendered valuable public service, having in 1912 been appointed by Governor Eugene N. Foss a member of the special commission to investigate the water supply of several communities in the Ipswich river valley. He was appointed chairman of the metropolitan water supply investigating commission by Governor Channing H. Cox in 1924, the purpose of this commission being to study the question of additional water supply for the metropolitan district. He has written largely upon economic and governmental operations along the line of his profession and has delivered many lectures upon these subjects in different colleges. During the twenty years, beginning in 1899, in which he was engaged in the engineering contracting business he was connected with the construction of many of the most important engineering projects of a semi-public character in Boston and the vicinity. He is now a consulting engineer, having confined his activities entirely to this field during the past six years. In 1928 Governor Alvan T. Fuller named him chairman of the Metropolitan Planning Division and thus the state will benefit directly by his marked ability in the engineering field. He has also held other public office, having been made chairman of the Boston Licensing Board through appointment of Governor Walsh and thus serving until 1916, when he resigned. In 1925, at the request of Henry I. Harriman, then chairman of the Metropolitan Planning Division, whom Colonel Gow has succeeded in that office, he made an extensive study and report on the port of Boston, which investigation was carried on under legislative enactment. In 1924 he was chosen chairman of the New England joint committee of thirty appointed to study the St. Lawrence navigation and power project. There are indeed few great engineering problems, especially those related to the public welfare, with which Colonel Gow has not been associated since entering upon the active practice of his profession.

His military record covers service with the Massachusetts National Guard from 1899 to 1908 and during that period he participated in the Spanish-American war. In the latter year his name was placed on the retired list as lieutenant colonel of engineers. Again when the country became involved in the World war he rendered active service as a member of the construction division of the United States Army in charge of the Boston Army Supply Base, the construction work under his direction involving the expenditure of more than twenty-five million dollars. An honor that has recently come to Colonel Gow was his appointment to the newly founded chair of humanics of the Massachusetts Institute of Tech-

nology, a department that had just been established for the instruction of students in the fundamentals of human nature. This indicates that his studies have not been confined to the line of his chosen vocation. He has read broadly, thinks deeply and his opinions are the well balanced result of practical methods and high ideals.

C. H. POWELL COMPANY

The freight contracting and forwarding business finds a worthy representative in the C. H. Powell Company of Boston, which is an outgrowth of the Adams Express Company, the members of the firm, in most cases, having been former employes of the Adams Express Company. This organization came into existence when the express companies of the country were amalgamated owing to World war conditions. Charles Herbert Powell, who had secured his training and experience in various positions with the Adams Express Company and was then foreign agent of New England, became identified with C. A. Brown and L. E. Mackin in founding the new organization. Mr. Brown, who is now vice president, had been representative of the foreign department in New England and was also connected with the express company in various other capacities, while Miss Mackin, who is now treasurer, had previously been secretary to Mr. Powell when with the Adams Express Company. The new organization came into being in March, 1919, and since that time there has been no change in the personnel of officials. At the outset an office was established in Boston and with the growth of the business a second was opened in New York and a third in Liverpool, England. The original staff consisted of five people, while today the number reaches thirty-six.

The business was capitalized for twenty-five thousand dollars fully paid in and today there is a surplus of approximately an equal amount. The C. H. Powell Company are international freight contractors, forwarders and customs brokers, with main office at 88 Broad street, Boston, and in addition to the two other offices mentioned the company is represented by agents throughout the world. The low point in turnover, freights, duties, etc., in the company's history was approximately two hundred and fifty thousand dollars per year and the high point approximately four million, five hundred thousand dollars. The freight handlings at the present time run into thousands of tons per year and the value of shipments handled reaches into many millions of dollars annually. It has ever been the aim of the company to place its particular line on a thorough business basis and to give its clientele expert service and advice in all cases. The company also extends advice gratis to anyone interested in import or export business and its clientele is now composed of many of the larger manufacturing concerns of New England.

The president of the company, Charles Herbert Powell, was born in Canada, April 13, 1888, a son of Alfred Atkins and Mary Agnes Powell.

After attending the Boston grammar and high schools he continued his education in a commercial college and after nine years with the Adams Express Company established business as a foreign freight forwarder and customs house broker and has since been president of the C. H. Powell Company, while with the extension of the business into England he became managing director of the C. H. Powell Company, Ltd., of England. He has membership in the Traffic Club of New England, the Export Club of Boston, in the Produce Exchange of New York, and also in the Boston Chamber of Commerce.

CHARLES EVERETT MOORE

Charles Everett Moore, since 1922 vice president of the George E. Keith Company of Brockton, entered upon active association with the business in 1897 as factory foreman. Through the intervening period he has advanced step by step to his present position of responsibility and he deserves much credit for what he has accomplished, as he started out in the business world in a very humble capacity when but thirteen years of age.

Mr. Moore was born at Milford, Massachusetts, November 10, 1867, a son of John Moore and Sarah Prince (Dudley) Moore. His educational training was received at Holbrook, Massachusetts, and his only military experience came to him as a high school cadet. He left high school, however, at the age of thirteen years to provide for his own support by working in the Thomas White shoe factory, sweeping floors for a wage of three dollars per week. After a year of such service he entered the stitching department and finally through his industry, loyalty and efficiency worked his way upward until he became foreman of the department. In 1896 he was appointed to the superintendency of the S. H. Shoe Company of Marlboro and in 1897 he became associated with the George E. Keith Company as foreman of its extensive stitching room. On January 1, 1906, he was made general superintendent of all the Keith plants and in 1918 was elected a director of the company, while the year 1922 saw him installed in the office of vice president. His entire life has been devoted to the manufacture of boots and shoes and his efforts have been a contributing factor toward making the Walk-Over shoes nationally known. This is one of the foremost industries of Massachusetts, its large plant being thoroughly equipped in every particular, the machinery being the most modern known to the trade, while the worth and value of the finished product are attested by the world-wide sale of Walk-Over shoes. He is also a director of the Campello Cooperative Bank and is president of the Brockton Shoe Manufacturers Association.

On the 14th of November, 1888, in Holbrook, Massachusetts, Mr. Moore was united in marriage to Miss Eva Florence Peckman, who was born in July, 1867. They have a daughter, Mrs. Hazel M. Graves, the wife of

Dr. Roger Colgate Graves, of Boston and Newton. Mrs. Moore is a member of the Women's Club, the South Church Women's Society, and her activities include her intense interest in her two grandsons of ten and five years, respectively.

Both Mr. and Mrs. Moore are members of the South Congregational church of Brockton and he is also vice president of the Brockton Young Men's Christian Association. His interest in community welfare is shown in his connection with the Chamber of Commerce. While in Holbrook he filled the office of selectman from 1894 to 1896 inclusive and his public activities covered service as one of the fifteen judges of the World's Fair in St. Louis in 1904. He is a past chancellor of the Knights of Pythias lodge of Holbrook, belongs to the Norfolk Lodge of Masons at Randolph, the St. George Lodge of Masons at Campello; to Satucket Chapter, R. A. M., of Brockton; Brockton Council, R. & S. M.; Bay State Commandery, K. T.; and Aleppo Temple of the Mystic Shrine of Boston. He is likewise a member of the Brockton Commercial Club, of which he is a past president, the Boston City Club and the Brockton Country Club. His associates—and his acquaintance is a wide one—entertain for him the highest regard for what he has accomplished and the strength of character which he has displayed in reaching the place of prominence that he now occupies in the business circles of the state.

IRVING FIELDING

Irving Fielding, president and treasurer of Fielding & Company, Inc., foreign freight forwarders of Boston, was born in Penistone, near Sheffield, England, a son of Thomas and Elizabeth Fielding. He pursued his education in the Millhouse Boarding School at Thurlstone, near Penistone, England, and in the Penistone Grammar School. While a student in the latter he passed the Oxford junior Cambridge junior and Cambridge preliminary examinations. He started out in the business world in a clerical capacity in the Railway Clearing House in London and was afterward statistician for the interchange of traffic between different railroads. Seeking the opportunities of the new world, he left England in 1910 and became connected with the Canadian Pacific Railway in the statistical department at Windsor Station in Montreal. He was afterward with the Canadian Pacific Railway foreign freight department in Montreal and also for a time with the Allan Line Steamship Company of Boston as cashier, likewise having charge of the inward freight. Through his railway connections he became identified with the city which is now his place of residence. He became an officer and director of Rice & Fielding, Inc., a business now inactive, occupying that position from 1917 until 1926, and he is now president and treasurer of Fielding & Company, Inc. He is also president of the Continental & Insular Corporation of Boston and a director of the Canadian Consolidated Car Company of Toronto, Canada.

On the 18th of January, 1912, in Christ Church Cathedral in Montreal, Mr. Fielding was married to Miss Jane Hope Munroe, who was born in that city December 15, 1885. She is a member of the Women's Club of Newton Center and Mr. Fielding has membership in the Boston Chamber of Commerce and also in the Men's Club of Trinity church, Newton Center.

JOSEPH C. KIMBALL

Joseph C. Kimball is a retired shoe manufacturer now living in Newton. He has been, however, for many years closely associated with the industrial development of the state, being identified with different enterprises which have contributed toward making Massachusetts the manufacturing center of America.

Mr. Kimball was born in Cornish, New Hampshire, October 24, 1867, and is a son of Henry Martin and Ellen Elizabeth (Chapin) Kimball, who were natives of the old Granite state, the father being well known as a marketman and a stock fancier. He conducted a large stock farm and in his stables were bred many fine horses.

After attending the public schools and graduating from the Newport high school with the class of '85 of which Joseph C. Kimball was president, at the age of nineteen he went to work for Woodman & Hewes, shoe manufacturers at Haverhill, Massachusetts. The serious illness in 1892, of Mr. Woodman, the senior partner and practical man, prevented him from making the patterns for the ladies fine slippers exhibited at the World's Fair at Chicago in 1893. This emergency gave Mr. Kimball the unexpected opportunity to design these important models and make the patterns used in their construction. This, his first effort at "Art in Industry" was later rewarded by a diploma for original design in shoes from the women's board of the exposition. In appreciation of his fidelity, capability and loyalty upon the completion of six years of service he was admitted to full partnership, which continued three years.

His next important connection was as superintendent with the large and successful ladies' slipper manufacturer, Charles K. Fox, of Haverhill, Massachusetts. In 1898 Mr. Kimball became identified with Lewis A. Crossett, engaged in the manufacture of men's fine shoes at North Abington, Massachusetts, where he continued twenty years, serving in various capacities, and in 1902 becoming vice president.

In 1918 he resigned and returned to Haverhill to organize the Kimball & Sherman Company for the manufacture of ladies' hand-turned shoes. Upon the completion of seven successful years Mr. Kimball, in 1925, retired from active business and in October of the same year was elected president of the Associated Industries of Massachusetts, serving in that important office for two years, where his work was extremely valuable.

He has filled many official positions including the directorship in both



JOSEPH C. KIMBALL

national banks and trust companies, a membership in the Northeast Council, where he was chairman of the Massachusetts finance commission, the chairmanship of his town's finance commission, a membership in the National Industrial Conference Board, and the general commission of the Massachusetts Bay Tercentenary celebration.

On the 15th of August, 1893, Mr. Kimball was married to Miss Mary F. Rich, and their only daughter, Marion, is now the wife of D. Hardwick Bigelow, who is engaged in the banking business in Boston. Mr. Kimball is a thirty-second degree Mason and a member of the Congregational church.

CUNARD LINE

The Cunard Line was the first to demonstrate the possibility of regular steamship service in Atlantic waters and its first ship made the trip from Liverpool to Boston. Since that time vessels of the Cunard Line have continuously entered this port, constituting a valuable element in transportation development here. Some years after the opening of the century the Anchor Line and the Anchor-Donaldson Line became associated with the Cunard interests.

Starting in 1840, the Cunard Line has continued an uninterrupted service from Boston to Great Britain. It was in 1830 that Samuel Cunard, of Halifax, Nova Scotia, with broad vision concerning what the future might have in store for steam navigation, sought financial aid in Halifax and elsewhere without success. For ten years he continued his efforts and at length in Scotland he was accorded not only the ten thousand pounds financial aid which he sought but two hundred and seventy thousand pounds. The British government some years before had sent out circulars inviting bids for a faster and more reliable means of transit for postal matter by steam vessels. One of these circulars chanced to come into the hands of Samuel Cunard when he was unsuccessfully seeking help in the great banking houses of London. He was then fifty years of age. With a letter of introduction, he approached Robert Napier, a shipbuilder on the Clyde, and in conference with Mr. Napier, George Burns of Glasgow, and David MacIver of Liverpool, men long engaged in the coastwise trade of the British Isles, he was accorded the assistance which he sought. Plans for four steamers, the *Britannia*, *Acadia*, *Columbia*, and *Caledonia*, were drawn up and accepted. These ships, launched in 1840, were paddle-wheelers, built of wood, two hundred feet long, thirty-four and four-tenths feet broad, and of eleven hundred and fifty-four gross tons burden. These were the first ships to make regular sailings across the Atlantic. The *Britannia* started on her maiden voyage from Liverpool July 4, 1840, and after fourteen days and eight hours reached Boston. It was made a gala occasion in the city, for business men recognized just what it would mean to the trade of New England.

New York claimed that Boston had an ice-locked harbor and in the winter of 1844 it so became. Skaters went from point to point on the harbor and horses and sleighs entered the city from the ice fields. It was then that the *Britannia* made the trip through the ice-locked harbor, the citizens gathering to cut out a way for the ship to proceed, opening up a pathway of over ten miles. The story has been written as follows:

"The task was accomplished, and the *Britannia*, on her appointed sailing day, moved majestically through the canal, a hundred feet wide, to the open ocean, amid firing of cannon and the cheering of thousands, the multitudes not only lining all the wharves, but flocking upon the solid ice in countless numbers. Probably never again will we witness the spectacle of an ocean steamer moving down the harbor, accompanied by thousands of people running or skating by her side."

In this way was inaugurated the Cunard service and since that day the steamships of the line have come and gone from this port with absolute regularity. The first agent at Boston was S. S. Lewis, who had his office at 1 Commercial Wharf. He was succeeded by E. C. and I. G. Bates, and in September, 1869, James Alexander became agent. He was followed in turn by P. H. Du Vernet, Alexander Martin and Charles P. Sumner, while at the present time Charles Stewart occupies the position.

About the opening of the present century two ships, the *Ivernia* and *Saxonia*, were specially constructed to suit the requirements of the Boston trade. Eleven years later to these were added the *Franconia* and *Laconia*, both of which, together with the *Ivernia*, were sunk during the World war. In 1914 the *Carmania* and *Caronia* were added to the Boston service, which after the outbreak of the war was necessarily greatly curtailed. Statistics show that in 1928 the Cunard Line brought in a total of six thousand, six hundred and seventy-seven passengers to Boston and carried out a total of four thousand, five hundred and eighty-seven. It was in 1912 that the Anchor Line and the Anchor-Donaldson Line became associated with the Cunard Line, and the Anchor Line carryings, added to the Cunard service, made a grand total of thirteen thousand, six hundred and seventy-five passengers in and out of Boston in 1928. This is a total of one thousand forty-five more passengers carried in and out of Boston to and from North Atlantic ports by the Cunard and Anchor Lines than all other lines combined. In answer to an ever increasing demand for cabin ships in the Boston trade, the Cunard Company has reconditioned nearly all of the ships in the Boston trade to meet this requirement. These ships must be fast, steady in sea-way and luxurious, and today's ships are far more luxurious than the ships of former eras carrying saloon passengers, being more steady and speedy than the older vessels.

Another class that has become immensely popular with the New England traveling public is the tourist third cabin. This class was brought out by the Cunard Line several years ago in order to accommodate college students, teachers and other professional persons who desired a low-fare class, better than ordinary third class, yet not as high priced as the first

and second classes. Tourist third cabin accommodations in ships of the Cunard Line have become extended until today this has become one of the biggest classes in the Boston ships.

HON. HAROLD EDWARD SWEET

The jewelry trade, like other commercial and industrial enterprises of Massachusetts, has shown steady development in keeping with the trend of the times and Harold Edward Sweet has been a contributing factor to this result, being actively engaged in the jewelry business in Attleboro, where as a citizen, too, he has taken prominent part in the affairs of his community.

Born in West Mansfield, Massachusetts, June 24, 1877, he is a son of Joseph Lyman and Florence M. (Hayward) Sweet and a representative of one of the old families of the state that through many generations has left its impress upon the material and civic development of the commonwealth. He supplemented his public school education, gained in Attleboro, by a course in the English and Classical High School of Providence, Rhode Island, and following his graduation there entered Tufts College, which conferred upon him the Bachelor of Arts degree in 1898. Mr. Sweet then turned to the business world and throughout his entire life has been identified with the jewelry trade. He became a bench hand with the R. F. Simmons Company, manufacturing jewelers, of which concern his father was the leading executive, and gained an intimate knowledge of the business in every phase and department, becoming a representative of the house upon the road, and in the fall of 1899 acquiring an interest in the firm. Through the intervening period, covering three decades, he has had voice in the management of a business which figures as one of the foremost jewelry houses in this section of Massachusetts. He is also president and director of the First National Bank of Attleboro and is connected with various industrial corporations which have led to the continuous growth and prosperity of the city.

In 1900 Mr. Sweet was married to Miss Gertrude Hunton, of Detroit, Michigan, and they have two children: Hayward H., born January 18, 1909; and Marian H., born August 1, 1912.

Mr. Sweet has membership in the University, Economic and Universalist Clubs of Boston, the Highland Country Club of Attleboro and in the Cape Cod Chamber of Commerce, maintaining his summer home at North Falmouth, Massachusetts. It would give only a one-sided view of the character of Mr. Sweet, however, to limit his record to a history of his business interests, for along many other lines he has done effective work for his community and his state, his labors being far-reaching and resultant. He has served the Attleboro Chamber of Commerce as its president and in 1920 he was nominated in his district as presidential elector on the democratic ticket, which he has always supported. For

nine years he served on the school committee, filling various offices in that department, and a public recognition of the value of his services caused him to be chosen as Attleboro's first mayor. When the city charter came into effect he assumed the duties of municipal chief executive and endorsement of his first term of two years came in his uncontested reelection in 1916, so that his incumbency covered the momentous period of the World war, in which he proved most capable in winning the cooperation of his fellow townsmen for all matters tending to uphold the interests of the government. During his mayoralty service he was a member of Company M, Fourteenth Regiment of the Fifth Brigade of the Massachusetts State Guard, with the rank of second lieutenant. He presented to his city the Hayward Athletic Field as a memorial to his ancestors in the maternal line. He has taken a helpful part in charitable and benevolent activities but always in a most unostentatious manner. That the cause of education finds in him a stalwart champion is shown in his service as president of the board of trustees of Tufts College and as trustee of Dean Academy at Franklin, Massachusetts. He has membership in the Universalist church, in which he has served as moderator for several years, and has been a trustee of the Massachusetts Universalist convention. In his college days he joined the Delta Upsilon and his other fraternal relations include the Masonic order, the Independent Order of Odd Fellows, the Benevolent and Protective Order of Elks and the United Workmen. His activities have thus touched life at many points and his labors have been far-reaching in extent and beneficial in result.

HOWARD E. PLIMPTON

The name of Howard E. Plimpton has become closely associated with the history of Walpole through his conduct of a business which under the name of the H. E. Plimpton Manufacturing Company, Inc., is now widely known. The output of the factory includes automobile trunks, salesmen's sample cases, luggage, parcel post laundry cases, camera cases and shuttles and since 1922 the business has featured in the industrial activity of Walpole. The Plimpton family have been operating on the Neponset river for one hundred and eight years.

The life story of Howard E. Plimpton had its beginning in Norwood, Massachusetts, where he was born March 11, 1890, his parents being Howard E. and Grace L. (Morrill) Plimpton, who were also natives of Norwood. The son, having mastered the branches of learning taught in the public schools, continued his education in Dummer Academy of South Byfield, Massachusetts, where he spent three years, Phillips Exeter Academy, which he attended for four years, and in the Volkmann School of Boston, in which he pursued his studies for a year. After leaving school he entered the employ of the Tabor Manufacturing Company of Philadelphia, with which he continued for about eighteen months, and

later he was with the Peerless Motor Car Company in its factory at Cleveland, Ohio. Subsequently he secured a position with the F. B. Stearns Company of Cleveland and on leaving the Buckeye state went to Boston, where he remained from 1911 until 1915 with J. H. MacAlman & Company. On leaving the capital he took up his abode in Worcester, Massachusetts, where he established business on his own account, handling the Stearns-Knight cars for the Worcester district and the state of Vermont.

In September, 1917, Mr. Plimpton entered the naval air service, being stationed at the navy yard in Philadelphia, where he was on duty in the naval aircraft factory. He won a commission as lieutenant, J. G. At the close of the war he established his present business, which he has since conducted. An interesting account of the site of the factory was written by Isaac Lewis of East Walpole, in 1925, in which he said: "Probably there is no single object within the present limits of Walpole so useful, interesting, and enduring as the old Indian stream of water called by them Neponset long before white men set foot on American soil. It was early the source of most of our industrial wealth and even at the present day holds the larger part of our active industries. For this reason and the fact that many descendants of the original mill owners are still in possession of portions of the river there is a live interest in any change in ownership. Such a change has recently occurred in the sale of the Stetson privilege, so called. The new owner, Mr. Howard Plimpton, a great-grandson of Deacon Henry Plimpton, a former owner, as partner of Captain Joshua Stetson in the manufacture of hoes, stoves, and other iron goods. This industrial business site is one of our earliest. From it went John Hooper and George Cleaveland to the French and Indian wars, and Jeremiah and Samuel Dexter into the struggle for our national independence. Gay and Cleaveland followed and in 1794 Ebenezer Hartshorn had his grist mill here, while Gay and Cleaveland continued their iron forge. After the country had become more tranquil after the close of the Revolutionary war, Joshua Stetson, who had learned the trade of iron worker, wandered into Walpole with more courage than means and fast-tended upon this site of a foundry and forge in 1796. Some seventeen years later Deacon Henry Plimpton came to town and joined in the same business here. In the writer's boyhood these two industrial pioneers were to him objects of great interest. Seated on the stone arch spanning the railroad in front of the old captain's home, he was the small audience while the captain enthusiastically dilated on the power and speed of the new Iron Horse just pulling into the Centre station, while at other times joyfully following the cautious footsteps of Deacon Plimpton with his marvelous telescope rifle, stalking a nimble rabbit or timid muskrat. In 1816 Deacon Plimpton left this water privilege and located on the one next below, while Captain Stetson after some further years put his business into the hands of his son, Deacon Everett Stetson, who after some years of successful operation sold out to Blackburn and Ollis Clapp in order to give his whole time to his new industry of cardclothing at the

same plant. At this time the captain had established his other son, Joshua Stetson, Jr., in the woolen business on the lower side of the dam east of the old grist mill and hat shop. In 1855 Deacon Everett Stetson took control of the whole dam and moved his cardclothing factory to its present location. Deacon Everett Stetson gave his part to his son Edward, who sold to a stock company. George F. Willet succeeded, and his holdings were taken over by Mr. Plimpton. The present factory is located at 765 Main street in Walpole and constitutes one of the growing concerns of this vicinity."

On the 2d of September, 1913, Mr. Plimpton was united in marriage to Laura E. Haywood, of St. Cloud, Minnesota, and they are the parents of a daughter, Alice Elora. The family residence is at Norwood.

Mr. Plimpton has membership in the Masonic fraternity, having attained the Knight Templar degree in Boston Commandery, while he is also identified with Aleppo Temple of the Mystic Shrine. He belongs to the Dedham Country and Polo Club and to the Kitansett Club.

FREDERICK HUFF PAYNE

Frederick Huff Payne, president of the Greenfield Tap and Die Corporation, may not only be classed as a captain of industry but also of finance, having voice in the management of several of the strong financial institutions of the state and of other business projects as well, all of which shows him to be a forceful and resourceful man, ready for any emergency and for any opportunity. He was born in Greenfield, November 10, 1876, a son of Samuel Brewer and Eva Caroline (Huff) Payne. He traces his ancestry back through six generations to Edward Payne, who was born January 22, 1710, and spent the greater part of his life in Pomfret, Connecticut. He was married May 18, 1731, and had a family of eleven children, of whom Edward Payne (II) was born in Pomfret in 1750 and spent his last days in Montague, Massachusetts, where he died in 1845. His wife, Persis Cleveland, was born in Canterbury, Connecticut, in 1752 and their family numbered eleven children. Edward Payne (III), son of Edward and Persis (Cleveland) Payne, was born in Montague, Massachusetts, November 2, 1776, and married Susan Bancroft, who was born May 8, 1780, and died January 10, 1856, while he survived until August, 1866. Nathan Cleveland Payne, the second of the three children of Edward and Susan (Bancroft) Payne, was born in Montague, Massachusetts, November 5, 1812, and engaged in manufacturing harness and trunks there. In 1836 he married Sarah Brewer, who was born in 1817. He died August 24, 1856, his wife surviving until 1870.

Of the family of seven children born to Nathan Cleveland and Sarah (Brewer) Payne, the fourth in order of birth was Samuel Brewer Payne, whose natal day was December 6, 1843, and who passed away June 7, 1912. After spending his early youth on the home farm he learned the



Frederick Huff Payne

harness-making trade, which he followed during the greater part of his life, removing in 1864 to Greenfield, where he and his eldest brother, Henry W. Payne, engaged in the manufacture of harnesses and in the sale of trunks, bags and saddlery hardware under the style of H. W. & S. B. Payne. After five years the junior partner purchased his brother's interest and carried on the business independently until his death. He was married in Keene, New Hampshire, December 7, 1870, to Eva Caroline Huff, who was born in Boston, June 10, 1850, and died April 10, 1917. There were two sons of this marriage, the elder being Herbert Burton Payne, who was born in Greenfield, November 16, 1871, and became his father's successor in the harness and trunk business there. He was married October 9, 1900, to Kate O. Anderson, of Shelburne, Massachusetts, and they have two children, Samuel Burton and Helen Anderson.

The younger son, Frederick Huff Payne, acquired a public school education in Greenfield and at the age of fifteen years secured a position as clerk in the First National Bank in his native city. His capability and fidelity were indicated in the fact that he remained with that institution for fourteen years, resigning as bank teller to become bank examiner for the state of Massachusetts. After three years' incumbency in that position he retired to accept the presidency of the Mechanics' Trust Company of Boston, which a few months later consolidated with the Federal Trust Company of Boston, Mr. Payne becoming first vice president of that institution. On the 2d of April, 1912, he resigned and was chosen treasurer of the Greenfield Tap & Die Corporation, which he had aided in organizing. In February, 1916, he was elected vice president and general manager and since December, 1919, has occupied the presidency. He still retains active connection with financial interests as a director of the First National Bank of Greenfield and a trustee of the Franklin Savings Institution of Greenfield and, moreover, he is widely known in business circles as a director of the Goodell-Pratt Company of Greenfield and the Greenfield Electric Light & Power Company. Still other business projects have profited by his cooperation, support and sound judgment.

On the 8th of November, 1900, Mr. Payne was married to Mary Blake of Parsons, Kansas, daughter of Edward and Ella (Snow) Blake. Mr. and Mrs. Payne are the parents of three children: Frederick Blake, born in Greenfield, September 13, 1901; Groverman Blake, born in Boston, December 16, 1909; and Carolyn Huff, born in Greenfield, June 27, 1913. The Payne family residence is in Greenfield, Massachusetts.

Since age conferred upon him the right of franchise Mr. Payne has given his political support to the republican party. He is well known in club circles, having membership in the Union League, the Metropolitan, the Army and Navy, the Recess and the Hardware, all of New York; the University of Boston; the Colony of Springfield, Massachusetts; the Greenfield and the Country Clubs of Greenfield. There is an interesting military chapter in his life record, for in 1918 he was appointed major of ordnance in the United States service. He became district procurement officer of the Bridgeport district, comprising Connecticut and western Massachusetts,

and following the armistice was assigned to duty with the Bridgeport district claims board, with the rank of major, retiring from active service July 1, 1919, but continuing as a lieutenant colonel in the Ordnance Department, United States Army, Officers Reserve Corps. Immediately afterward, in August, 1919, he became a partner of Tucker, Anthony & Company, investment bankers of Boston and New York, but retired from that connection June 1, 1924, in order to devote the major part of his time and attention to the Greenfield Tap & Die Corporation, which under his supervision has made rapid progress. He was president of the Associated Industries of Massachusetts in 1928-1929; was appointed chairman of the Massachusetts Industrial Commission by Governor Allen in July, 1929, and is a member of the executive committee of the New England Council.

CHARLES CHURCH McELWAIN

Charles C. McElwain, treasurer of Kibbe Brothers Company, of Springfield, is a son of Edwin McElwain, and a descendant of James McElwain, the founder of the McElwain family in New England.

(I) James McElwain, immigrant ancestor, with his two sons, James and Timothy, came to America previous to 1727. In 1728 he bought of Lamb & Company one hundred acres of land at the junction of Ware and Swift rivers, in what was known as the "Elbow Tract." This he sold in 1729 to Green & Walker, merchants of Boston. At this time he called himself "of New Marlborough," and in 1733, his widow, Elenor, quit claimed her right of dower in the same land, dating it "New Marlborough or Kingsfield." In 1729 he received pay from the town for a journey to Boston, to present a petition to the General Court in regard to the titles to the land bought of this company. He was collector of rates for the town, clerk of the church, and on a committee to provide a site for the meeting-house. His farm was in that part of the "Elbow Tract" which was set off as the town of Western (now Warren), Massachusetts. He died in 1730. Children: James, sold his land and returned to Ireland; never married; Timothy, mentioned below.

(II) Timothy McElwain, son of James McElwain, was born in 1709, and died September 7, 1790. He came to New England with his father, and was granted a hundred acre lot near his father's. In 1733, he served on a committee to lay out highways, also on a committee to select a site for the meeting-house. He was constable in 1744, and was a taxpayer of Palmer in 1786. He married (first), August 24, 1738, Anna Spear, who died April 28, 1746. He married (second), August 10, 1750, Susannah Thomson. Children: Sarah, born August 24, 1739, married, December 1, 1761, Timothy Ferrell; Betty, born March 24, 1741, married, May 19, 1764, John King; John Allen, born March 12, 1743; Timothy, mentioned below; Samuel, born June 18, 1751, married, June 2, 1776, Sarah Ferrell; Anna, born February 27, 1753, married, July 9, 1778, Adonijah Jones;

Elizabeth, born January 31, 1755, married Israel Jones; Elenor, born June 29, 1757; Roger, born August 23, 1759, married Delina Hill.

(III) Captain Timothy (2) McElwaine, son of Timothy (1) McElwain, was born April 17, 1746, and died November 6, 1830, aged eighty-four years. He lived in Middlefield, Massachusetts. The house which he built in 1797, on his farm on the hilltop, still stands, a fine example of simple old Colonial architecture, and of a size to meet the needs of his good old fashioned family of twelve children. The place has come down in regular succession in the family, being now occupied by his great grandson, Edwin McElwain. He served in the Revolutionary war, and was a prominent military figure in his day. He married, in Somers, Connecticut, January 8, 1772, Jane Brown, who died January 2, 1832, aged eighty-one years. Children: Timothy, born October 21, 1772; Anne, born June 12, 1774; Jane, born September 24, 1776, died January 7, 1787; Alexander, born November 9, 1778; James, born February 22, 1781; George Washington, born May 4, 1783; Betsey, born August 18, 1785; Sarah, born March 30, 1787; David, born April 19, 1789; Jennet, born March 31, 1791; Jonathan, mentioned below; Laney, born June 21, 1795.

(IV) Jonathan McElwain, son of Captain Timothy (2) McElwain, was born at Middlefield, June 11, 1793, and died February 23, 1866. He lived all his life on the McElwain place. A broad-minded man, he was thoroughly devoted to the town and its interests, at one time representing his district in the legislature. His breadth of view is well illustrated by the fact that when Mary Lyon went through that section soliciting money for the founding of Mt. Holyoke, an institution for the education of women, he contributed one hundred dollars, no small sum for the New England farmer of that day, and this in spite of the fact that he himself had five sons and no daughters to educate. Only two men in the town subscribed to the fund. He married, October 15, 1818, Lucy Smith, of Middlefield. Children: 1. Jonathan, born July 14, 1819, died January 23, 1899, succeeded his father on the farm, and was also prominent in town affairs, holding the office of town clerk for nearly thirty years, and that of secretary of the Highland Agricultural Society for many years; he married (first), May 20, 1847, Clarissa Lyman, of Chester, (second) December, 1852, Mary Smith, of Salisbury, Connecticut; children: I. Albert, born November, 1853, died in 1855. II. Edwin Smith, born April 20, 1855, succeeded his father on the old place; married, February 13, 1876, Lucy Maris Graves, of Middlefield; children: a. Bessie Lillian, born April 18, 1879, married, July 18, 1898, Walter S. Newell; b. Jessie Bell, born July 10, 1880, died April 15, 1917; married, October 18, 1904, Reuben Franklin McElwain, of West Springfield; c. George Edwin, born December 16, 1885, engaged in the paper manufacturing business at Holyoke. III. Mary Jane, born June 5, 1858, married (first), June 12, 1885, Fitzhugh Babson, of Gloucester, (second) Clark B. Wright, of Middlefield, Massachusetts. IV. Lura Verona, born April 20, 1862, married, November 19, 1891, Arthur D. Pease, of Middlefield. 2. Oliver, born August 24, 1821, died in West Springfield, Massachusetts, December 17,

1907; he married, February 10, 1853, Paulina Doane Witherell; children, all born in Becket, Massachusetts: i. Lucy Hannah, born December 6, 1854, married, June 16, 1881, Clifton A. Crocker, of Springfield. ii. Laney Smith, born April 14, 1857, married, January 4, 1888, Arthur E. Ford, formerly of Chicago, now of Springfield. iii. Harriet Aurelia, born February 12, 1859, unmarried, was graduated at Mt. Holyoke College, and became a teacher; she was for nineteen years head of the Department for Women at the Pennsylvania State College; now living at West Springfield. iv. Oliver Dwight. v. Reuben Franklin. vi. Carrie Mabel, born February 20, 1870, married, February 20, 1896, Edward Pontany Butts, of Springfield. The parents of these children were members of the Second Congregational church. 3. Timothy Dwight, born August 10, 1825, died September 3, 1841. 4. John Smith, born March 17, 1828, became one of the leading citizens of Holyoke, being closely identified with all civic interests; prominent in the paper manufacturing business; he married (first) in West Springfield, in 1858, Esther M. Ely, daughter of Homer Ely; he had one son by this marriage, Henry Ely, who engaged in mining interests in Colorado subsequent to the forming of the American Writing Paper Combination, and who married Isabel Hazen, of Hartford, Vermont; John S. McElwain married (second), in 1863, Celia S. Ely, a sister of his first wife. 5. Edwin, of further mention.

(V) Edwin McElwain, youngest son and child of Jonathan and Lucy (Smith) McElwain, was born in Middlefield, Massachusetts, November 5, 1833, and died in Springfield, Massachusetts, October 19, 1911. He grew up at the paternal farm, knew the detail work of that farm by actual experience, and attended the district school. He also attended Williston Seminary at Easthampton, Massachusetts, and during the school term of 1856 and 1857 taught the Middlefield district school. One of the oldest farmer's societies in the state of Massachusetts is the Highland Agricultural Society of Middlefield, founded about 1855, Edwin McElwain and Matthew Smith being the chief promoters. Mr. McElwain was the first secretary and held the office until moving to Springfield, and as long as he lived he retained a deep interest in the society. The Middlefield annual fair is one of the activities of the society, and whenever possible he and Mr. Smith, known as the fathers of the society, attended this annual fair and kept in touch with the other activities.

On April 1, 1858, he moved to Springfield and entered the employ of Kibbe, Crane & Company, confectionery manufacturers, their business dating from 1843. The factory was then located at the corner of Sanford and Market streets, and from there Mr. McElwain, who was both clerk and distributor, drove one of the firm's big four horse wagons, which in that early day were famous in western Massachusetts. A representation of one of these olden time delivery wagons with four horses attached is carried on the company's stationery, and is a recognized emblem, meaning Kibbe, wherever seen. The factory was later moved to the Union block, corner of Main street and Harrison avenue. In 1860 Mr. McElwaine withdrew from the company's service and formed a partnership with his

brother, John S. McElwain, and, trading as McElwain Brothers, opened a store at the corner of Main and Court streets, Springfield, the Five Cents Savings Bank now occupying the site. The brothers dealt in general agricultural supplies and seeds and conducted a very successful business for several years, the store then passing into the hands of B. L. Bragg. In August, 1864, Mr. McElwain purchased a quarter interest in the confectionery business of Kibbe, Crane & Company, Mr. H. B. Crane, of the original company, having retired, and the firm reorganized as Kibbe Brothers & Company. For several years Mr. McElwain acted as book-keeper and buyer. The death of George Kibbe made a serious break in the firm, and in 1887, the remaining brother, Horace Kibbe, died. The business was then bought by Edwin McElwain and Sherman D. Porter, who conducted it as a firm until July, 1892, when they incorporated as a stock company with Sherman D. Porter, as president and Edwin McElwain as treasurer. The factory was moved from the corner of Main street and Harrison avenue, November 1, 1890, to the building erected by Edwin McElwain and Mr. Porter, at No. 37 Harrison avenue, and in 1891, the block next to No. 37 was also taken for the company's use. The business grew to large proportions, and as treasurer Mr. McElwain bore an important part in its growth and management. He was one of the incorporators of the Springfield Safe Deposit & Trust Company and a director until his death. He was a director of the Springfield Mutual Fire Assurance Company, and of the Chapman Valve Manufacturing Company at Indian Orchard. He was a member of the North Congregational church, was a pillar of strength to the society, and a member of the board of trustees. During the years, 1876-77, he represented Ward No. 5 in the common council, elected as a republican.

Edwin McElwain married, December 30, 1863, Caroline Church, daughter of Sumner U. Church, a woolen manufacturer of Middlefield. The house in which Mr. McElwain died was built by him and it was long the family home. Mr. and Mrs. McElwain were the parents of two sons: Charles Church; and Arthur Edwin, who was born February 8, 1879, and died July 14, 1880.

(VI) Charles Church McElwain, son of Edwin and Caroline (Church) McElwain, was born in Springfield, Massachusetts, May 14, 1872. He was educated in the graded and high schools of the city. He began business life in 1890 as office clerk with Kibbe Brothers Company, manufacturers and wholesale dealers of confectionery in all its branches, the company incorporating in 1892 with Edwin McElwain, treasurer. During the ensuing fourteen years the young man passed through several promotions, and being made assistant treasurer in 1903, he so continued until the death of Edwin McElwain in 1911, which created a vacancy, filled by the election of Charles C. McElwain as his successor. The company has grown to large proportions and occupies a five-story factory, offices and salesrooms, at No. 33-51 Harrison avenue. The president is Robert J. Cleeland, with Charles C. McElwain as treasurer, there having been but two treasurers since the incorporation in 1892, Edwin McElwain and his

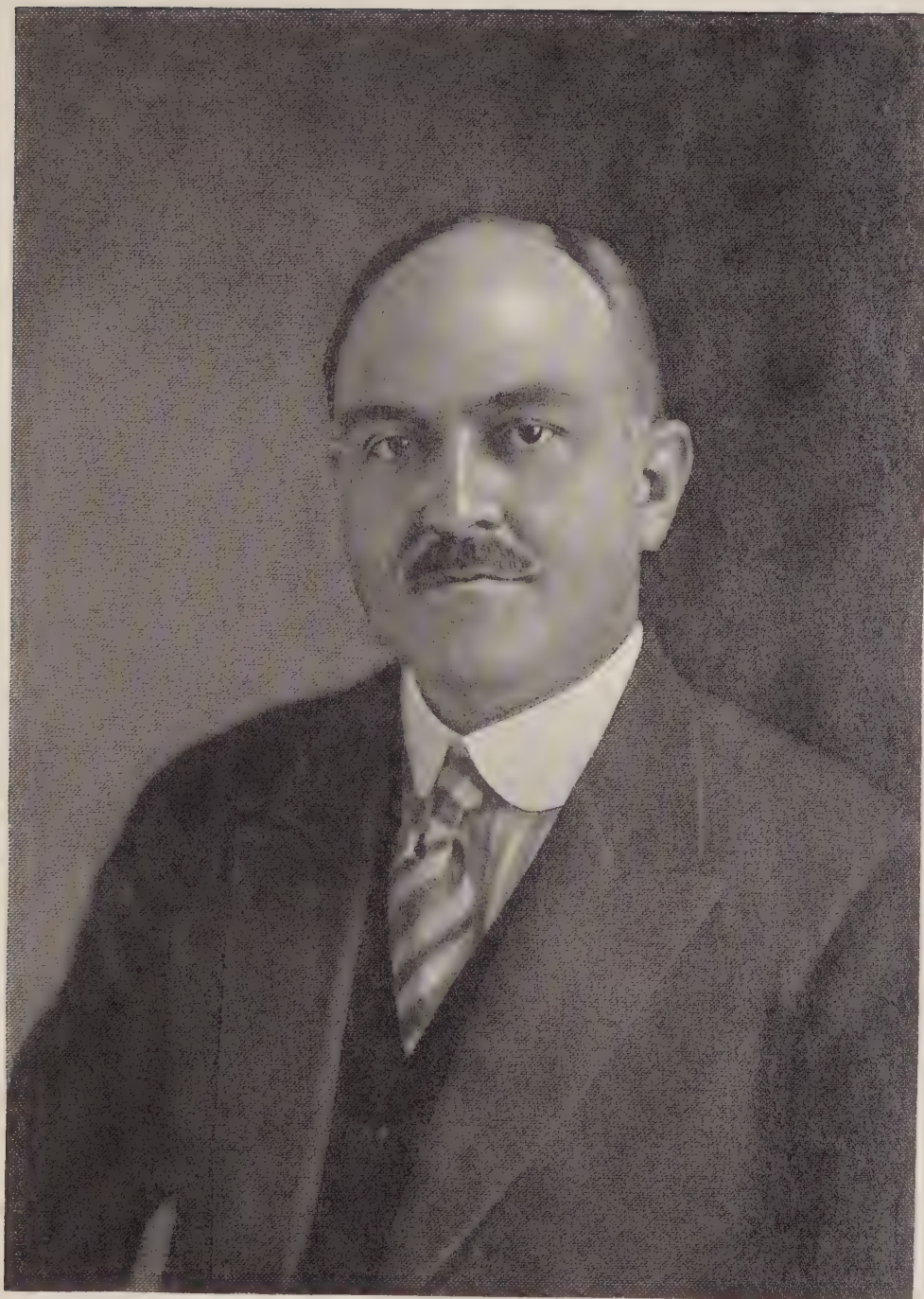
son, Charles C. He is also a director of the Springfield Safe Deposit & Trust Company, the Springfield Mutual Fire Assurance Company, of which he is president, the Chapman Valve Manufacturing Company, and has other important business interests. For two years he was president of that wonderful organization, The Boys' Club, and yet serves as a director. His clubs are the Winthrop, Nayasset, Colony, Country, and Automobile. He is a member of the Sons of the American Revolution, the Young Men's Christian Association; trustee of the Springfield Hospital Corporation; member of Springfield Lodge, Free and Accepted Masons; Morning Star Chapter, Royal Arch Masons; Springfield Council, Royal and Select Masters; Springfield Commandery, Knights Templar; and of the South Congregational church, serving on its finance committee for several years.

Mr. McElwain married, November 8, 1899, Greta Parks, daughter of Justin D. and Harriette (Parsons) Parks, of Springfield. They are the parents of Edwin (2), born December 17, 1908.

RALPH EMERSON THOMPSON

Prominent among the representatives of industrial and financial interests in New England is Ralph Emerson Thompson, who is officially identified as vice president, director and member of the executive committee with the Gillette Safety Razor Company, razor and blade manufacturers of Boston. He was born at Rockford, Illinois, February 1, 1888, a son of Norman Frederick and Adaline (Emerson) Thompson. In the acquirement of an education he attended Hotchkiss School of Lakeville, Connecticut, and the Sheffield Scientific School of Yale University, from which he was graduated with the degree of Ph. B. in 1909. He was identified with the agricultural implement business prior to July 15, 1909, when he entered the service of the Gillette Safety Razor Company, manufacturers of safety razors and safety razor blades, in its engineering department in New York. He has been continuously connected with this important corporation throughout the intervening period of two decades and is now in the Boston plant with the official title of vice president, director and member of the executive committee. That his cooperation has been sought in the successful control of various other large enterprises is indicated in the following list of his connections: director of the National Rockland Bank of Boston, Massachusetts; director of the Vitriified Wheel Company, grinding wheel manufacturers of Westfield, Massachusetts; director of the William L. Gilbert Clock Company, clock manufacturers of Winsted, Connecticut; director of the Atlantic Precision Company, precision instrument manufacturers of Boston, Massachusetts; and director of the Devon Manufacturing Company, electric refrigerator manufacturers of Worcester, Massachusetts.

On the 27th of December, 1911, at Rockford, Illinois, Mr. Thompson was united in marriage to Emily Frances Barnum, who was born Jan-



Ralph E. Thompson

uary 6, 1888. They are the parents of three children, namely: Gretchen Adaline, Ralph Emerson, Jr., and Harris Barnum.

In religious belief Mr. Thompson is a Unitarian, being a member of the First Parish at Brookline, Massachusetts. His name is also on the membership rolls of the New England Deaconess Association, The Bostonian Society, the Massachusetts Horticultural Society, the Massachusetts Society of Mayflower Descendants, the American Society of Mechanical Engineers, the American Institute of Electrical Engineers, the Business Historical Society, the Massachusetts Audubon Society, the Rose Society of Great Britain and the Massachusetts Fish and Game Association. Appreciative of the social amenities of life, Mr. Thompson likewise has membership in the Country Club of Brookline, Massachusetts, the Union Club, the Algonquin Club, the Yale Club, the Exchange Club and the University Club of Boston, the Duxbury Yacht Club of Duxbury, Massachusetts, and the Tunxis Club of Tolland, Massachusetts.

W. IRVING BULLARD

W. Irving Bullard, well known manufacturer and banker, with offices in the Tremont building in Boston, was born in Waltham, Massachusetts, February 22, 1881, a son of George Edward and Mary Ella Bullard. After attending Boston University with the class of 1905 he became a newspaper reporter and bond salesman but eventually turned to the activities which now claim his attention in the manufacturing and banking field. The scope of his interests is indicated in his present official connections. He is treasurer and general manager of the E. H. Jacobs Manufacturing Company of Danielson, Connecticut; director of the Waltham National Bank of Waltham, Massachusetts; director of the Danielson Trust Company of Danielson, Connecticut; assistant secretary and director of The Wauregan Company; assistant secretary and director of the Quinebaug Company of Danielson, Connecticut; treasurer and director of the National Association of Cotton Manufacturers of Boston; vice president and member of the executive committee of the Associated Industries of Massachusetts; member of the executive committee of the American Acceptance Council of New York; director of the Boston Young Men's Christian Association; director of the Connecticut Mills Company; director of the Danielson Building & Loan Association; president and director of the Edgartown Playhouse, Inc.; director of the Federal Mutual Automobile Fire Insurance Company; director of the Federal Mutual Liability Insurance Company; American director of the International Chamber of Commerce; vice president for Connecticut of the New England Export Club; member of the advisory board in Greater Boston for the Salvation Army; director of the United States Bond & Mortgage Corporation of Massachusetts; treasurer of the Williamsville Buff Wheel Manufacturing Company of Danielson, Connecticut; and treasurer of the World Cotton Conference.

A well known newspaper writer contributed the following interesting article which appeared in the Boston Herald of May 17, 1929: "W. Irving Bullard used to be a newspaperman himself. His experience gave him an inquisitiveness to which he attributes much of his later success. It also gave him training in finance, since part of his work was with such papers as the Boston News Bureau and the Wall Street Journal. He knows most of the veteran newspapermen of Boston and has worked with many of them on the old Boston Journal and the Boston Globe. As a journalist he specialized in conceiving and organizing new departments and features. When his newspaper work became too much a matter of routine he moved into banking and industry, and has spent most of his business life giving impetus to new organizations and developing new activities in old. He organized, for example, the textile department which became the industrial service department of the Merchants National Bank, but recently he has given more time to industry, particularly aviation and textiles, where problems were more numerous. He dislikes detail and finds little fun in managing a smooth running concern. He does not mind, however, answering his own telephone or typing his own letters. In fact he is indelibly marked as an ex-reporter by his actual preference for the typewriter over the dictating machine or the stenographer's note book. As a product of the city room, he runs the typewriter with two fingers but he runs it very fast.

"He is a man to whom the term 'forward looking' can be applied with conscientious accuracy. He experimented with wireless telegraphy and telephony in the early days and later took up ballooning and flying. He was the first president of the Colonial Air Transport and on July 1, 1926, witnessed the arrival of the first mail plane to fly from New York. He is now making a lay study of atomic energy and believes that this latent force may be 'immeasurable and incalculable in its effect on economic development.' He has few interests beyond his many business interests. He does not play golf or any outdoor game and his reading is confined to periodical literature from all corners of the globe. He goes to Edgartown for his summer vacation and likes nothing better than to lie on the beach in the sun and ponder undisturbed on the future of world industry or his own particular enterprises.

"For about five years, earlier in life, he was the mayor of Danielson, Connecticut, enjoying the office chiefly because it satisfied a natural and useful curiosity concerning the machinery of government. He was in charge of the annual campaigns of the Young Men's Christian Association here for five years and served as treasurer of the Boston Music School Settlement, completely reorganizing its finances. He is the author of several books on different phases of modern industrial life and is a frequent lecturer on these subjects."

On the 28th of October, 1903, Washington Irving Bullard was united in marriage to Annie Elizabeth Jacobs, a native of Danielson, Connecticut, born in March, 1879. They are the parents of two daughters and a son,

namely: Barbara Anita, who is the wife of Joseph H. Chadbourne; Charlotte F.; and Edward J.

Mr. Bullard's appreciation for the social amenities of life is manifest in his membership connection with the Algonquin Club, the Merchants Club, the Union Club, the Brae Burn Country Club and the Massachusetts Automobile Club, all of Boston, the Union League Club of New York, the Edgartown Yacht Club and the Oak Bluffs Country Club. He is on the advisory council of Boston University, has membership in the Old South church of Boston and fraternally is affiliated with the Masonic bodies.

FRANK A. BALL

Frank A. Ball is at the head of one of the leading industrial enterprises of New England as president of the L. S. Starrett Company of Athol, the largest manufacturers of small tools in the United States. He was born in Boylston, Massachusetts, January 29, 1859, his parents being Jonas S. and Martha F. Ball. He acquired his early education in the local schools of Berlin and Clinton, Massachusetts, and through private tutoring and for six years he occupied a clerical position with a Clinton merchant. He then went upon the road as a traveling salesman and for fourteen years continued in that work. He next embarked in an independent business venture by establishing a family hotel in Boston in 1892 and this he conducted until 1899, when he entered the manufacturing field by becoming vice president of the L. S. Starrett Company of Athol, with which he has now been associated for three decades. In 1922 he was elected to the presidency of the company. His long association with the business had brought him extensive knowledge of its operations in all departments and he is well qualified to direct and control its interests.

Mr. Ball has membership in the Pequaig Club of Athol and the Engineers Club of Boston and fraternally is a thirty-second degree Mason. His business life has been characterized by a steady progress that has advanced him from a humble environment to a creditable place in the industrial circles of the state.

FRANK P. COX

Frank P. Cox was born in Terre Haute, Indiana, December 31, 1866, a son of Robert S. and Frances (Strain) Cox. As a student at the Rose Polytechnic Institute in his native state, he won the Bachelor of Science degree in 1887 and afterward took a postgraduate course in the Johns Hopkins University of Baltimore, Maryland. He started in the business world as an engineer, working for a small motor concern in Indiana. Later he entered the testing department of the Thomson Electric Welding Company and next became meter engineer of the Thomson-Houston Electric Com-

pany, which afterward was merged with the Edison Manufacturing Company as the General Electric Company. Mr. Cox continued as meter engineer following the merger and is now manager of the West Lynn Works, one of the plants of the parent organization.

On the 7th of June, 1888, Mr. Cox was married in Baltimore to Miss May Vaughan, and their children are Laura May and Robert Vaughan, both at home. Mr. Cox is a member of the Tedesco Country Club of Swampscott, Massachusetts, but the major part of his time and attention is given to business affairs and for four years he has been a director of the Security Trust Company of West Lynn and for an equal period a trustee of the Institution for Savings. He is a fellow of the American Institute of Electrical Engineers, and since starting out in the business world he has made steady progress, his advancement being the direct result of unfaltering industry, close study and the mastery of every task that has devolved upon him.

HOMER NEWTON SWEET

Since January 1, 1919, Homer Newton Sweet has been a partner of Lybrand, Ross Bros. & Montgomery, a firm of public accountants with offices in Boston and elsewhere in this country and in Europe. He is also known in educational circles as a lecturer at the Harvard Graduate School of Business Administration. He was born December 4, 1885, in Attleboro, Massachusetts. Brown University conferred upon him the Bachelor of Philosophy degree in 1907. A few years after completing his college course he entered the field of public accounting. He is a member of the National Association of Cost Accountants and also of the American Institute of Accountants.

Mr. Sweet married Miss Elizabeth L. Snow, April 25, 1923. They reside in Weston, Massachusetts. Mr. Sweet has membership in the University, Exchange and Weston Golf Clubs.

PRO-PHY-LAC-TIC BRUSH COMPANY

The Pro-phy-lac-tic Brush Company, one of the old and well established manufacturing enterprises of the state, was established in 1866 for the purpose of manufacturing daguerreotype cases, made from a product known as Florence composition. The first experiments in photography caused the company to recognize that former methods of portraiture were a thing of the past and accordingly they began the manufacture of jewel boxes, medallion cases and revolver cases from the Florence composition, at which time the business was under the immediate control of George A. Burr, Isaac S. Parsons and D. T. Littlefield. The firm recognized that

something radical must be done to maintain the operation of their plant as the daguerreotype passed out of use, and the story of the change in the line of manufactured products has been told as follows: "It was not long before these men realized that the daguerreotype case business would not last forever—or even much longer. So they began to talk about what else they could make. Just as an experiment a small oval medallion frame was picked up, a flat piece of wood whittled out to fit it, and this piece was punched full of holes. Then somebody bought some bristles and stuck them in these holes. This piece was then glued to the medallion back. And lo, there was a brush. It is true that nobody knew what kind of a brush it was. It was certainly not a hair brush, nor a clothes brush, nor a shoe brush. It was crude, but it was a brush. Here was a new use for Florence composition. With a rush of enthusiasm they set to work to make a hair brush with a composition back, and later hand mirrors and manicure fittings were made of the same material. That first brush is still on exhibition. It is like no hair brush ever seen on land or sea. So excited were the makers that they fastened the bristle to the back instead of the front of the brush. But the second attempt was a complete success. That brush today—if taken out of the Florence Museum—would command a good price anywhere, because it is a corking good brush, every detail worked out by hand, with all the imperfections that go with hand work it is true, but with the 'sturdiness and ruggedness which the handmade article has."

A characteristic of the Florence Manufacturing Company was its willingness to receive suggestions and ideas from the working force as well as from the company officials. In a word, the company had a receptive attitude toward any plan that promised substantial development of business, and on one occasion Augustus Litchfield was approached by a New York dentist who had invented a new tooth brush to meet the requirements for a thorough and searching cleansing agent for the teeth. At the request of the dentist Mr. Litchfield produced entirely by hand a few brushes of this design, one of the chief features of which was a curved or bent handle, as well as the peculiar shaping of the bristles. It met a long-felt need, and while it far surpassed other tooth brushes upon the market, there have been changes made from time to time increasing its worth and efficiency. Many new ideas were suggested by factory workers, one of which was the boring of a hole for hanging the brush, while another was attaching to each brush a small wall hook by a paper band. Another original idea resulted in adding distinguishing marks to different brushes, so that each member of a family could readily know his own, and, moreover, each brush manufactured was guaranteed; each brush was packed in a sanitary yellow box and each brush was sterilized after being placed in the container. Thus one after another improvements were steadily made. Progress might be termed the slogan of the company. The manufacture of the "Pro-phy-lac-tic" tooth brush became one of the most important features of the business until today the name "Pro-phy-lac-tic" is a household word throughout the country and there is no drug store

so small that it does not handle this line of brushes. The output of the factory likewise includes shaving brushes, hair brushes, bath brushes, hand mirrors and novelties of many kinds, but the "Pro-phy-lac-tic" tooth brush leads all the others, being manufactured to the number of millions per year. In order to facilitate the trade through prompt deliveries, branch offices have been established throughout the civilized world, and during America's connection with the World war the Florence Manufacturing Company supplied three million brushes to the United States government for the use of service men, and when the armistice was signed the government had taken over the factory.

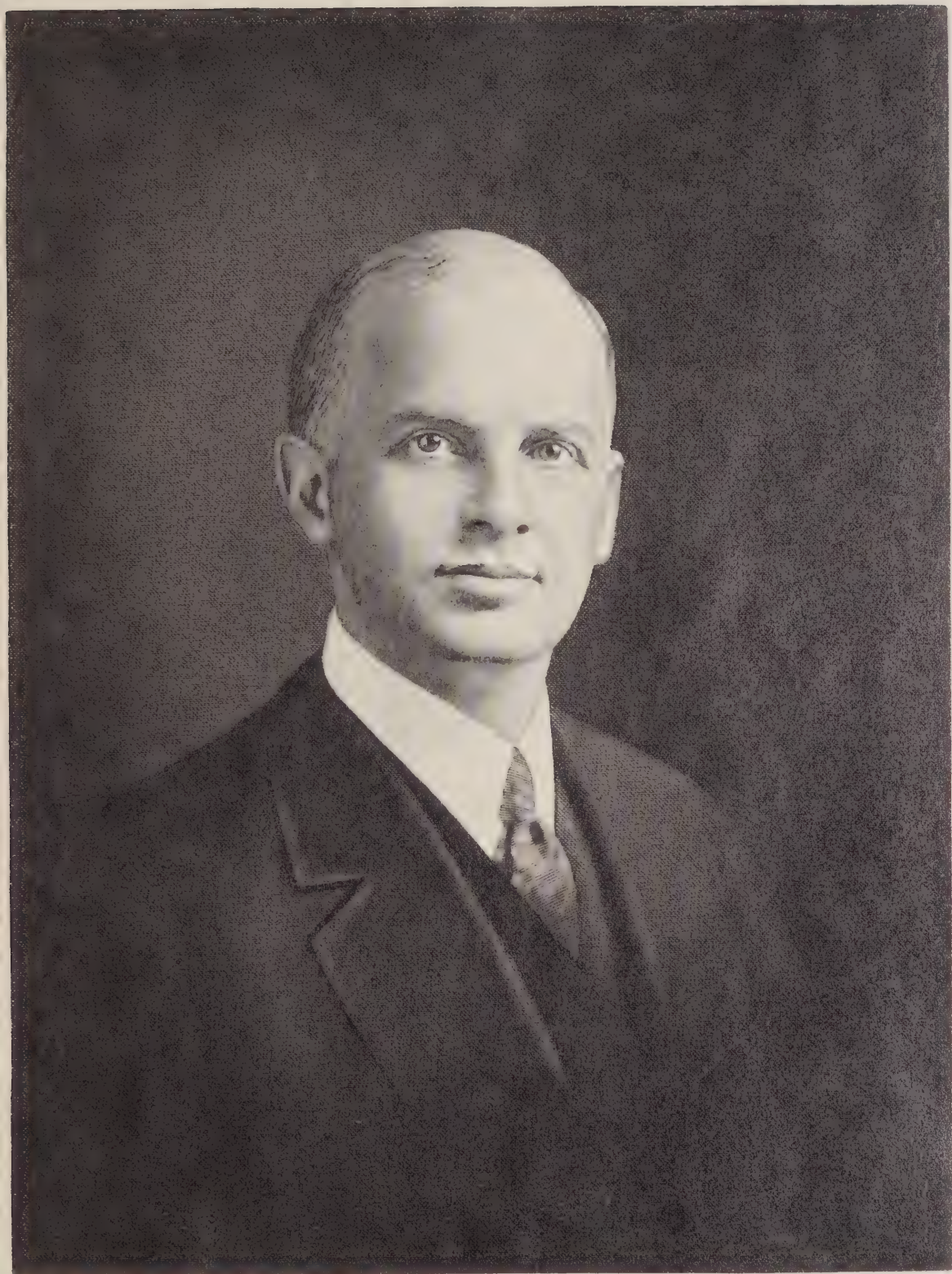
There is no newspaper or periodical of any importance that does not carry the advertisements of the "Pro-phy-lac-tic" brushes, but not only was this method used to inform the public concerning the product of the plant. For five years the Pro-phy-lac-tic Brush Company maintained a dental clinic which they had presented in Northampton and in Florence, Massachusetts, where school children were treated without charge, this being a part of the educational program of the corporation and it is still operating. It has in every way seconded and supported the efforts of the dental profession toward better care of the teeth. The company has participated in many educational projects instituted by public health organizations and officials everywhere.

It was on the 15th of September, 1924, that the business was reorganized, the Florence Manufacturing Company passing out of existence to be succeeded by a Massachusetts corporation known as the Pro-phy-lac-tic Brush Company.

HOWARD COONLEY

When Howard Coonley left Chicago to take charge of the affairs of the Walworth Company of Boston in 1913, he found a fine old concern, a pioneer of its line in the United States, which seemingly had attained its full growth and was at a halt; its business and prestige were confined virtually to New England. This company, founded in 1842, had started the steam heating business in America. It was the first American manufacturer of pipe fittings and valves and its reputation, where it was known, was of the highest. The onslaughts of competition, the growth of the country westward and the deaths of the founders of the firm, however, had brought the company to a place where it was marking time—practically unknown beyond its native New England and the Atlantic seaboard.

With the entrance of Howard Coonley into its affairs, the Walworth Company seized a new lease on life and its expansion began immediately, until today it occupies a position of international importance in the industry. Finding in the Walworth Company a two and one-half million dollar business, President Coonley has brought it since 1913 to an annual business of more than twenty million dollars.



Howard Conley

The history of Walworth is closely identified with the use of steam heating in the United States and with the manufacture of pipe fittings and valves, as well as pipe tools. In 1845 the firm—then known as Walworth & Nason—installed in Boston the first steam heating apparatus in the world, using small wrought iron pipe. The next year the first globe valve was designed and made by Mr. Nason, and in 1853, during the administration of Franklin Pierce, Mr. Walworth installed a hot water heating system in the White House.

Before then the White House had not been too well heated; in fact, Andrew Jackson is said to have declared about one particularly cold corner of the White House that hell itself could not heat it. The Walworth installation, however, seems to have given satisfaction.

Before 1852 the firm had invented and placed on the market the steam trap and globe, angle, check and back pressure valves. It was the first to use cast iron and later malleable fittings instead of forgings. The firm, in short, placed the whole business of steamfitting on a high basis. The year 1869 saw the invention of the famous Stillson pipe wrench in the Walworth shops by Daniel Stillson and the firm acquired the sole manufacturing and marketing rights.

The company's volume of business increased rapidly in succeeding years, despite periods of financial depression. From 1908 to 1912 competition in the industry was severe and often unfair and in 1912 Walworth had come virtually to a stop in progress and growth.

At this period of crisis Howard Coonley was asked to become head of the organization, as a young, energetic business man, who, it was felt, could revitalize the company. Mr. Coonley diagnosed correctly the company's case and saw that it was necessary to establish a sound financial policy, a broader market and a greater manufacturing output to meet the enlarged market. What he set out to do has been accomplished. Under his administration Walworth has experienced a tremendous expansion.

A plant in the middle west to develop a new sales territory and increase production was deemed the first essential to his program. Mr. Coonley entered into negotiations with the National Tube Company, whose great plant at Kewanee, Illinois, was acquired by Walworth in 1917. The output of the company was thus trebled at a single stroke and a vastly enlarged sales organization took the field. Subsequently branches were established in the larger cities of this country and in 1920 the Walworth International Company was formed as foreign representative. Walworth today is represented by distributors in all principal cities of the world.

Further recent expansion of the company has added greatly to its production capacity and increased its prestige in the valve and fittings industry. In 1925 Walworth acquired the assets of the Kelly & Jones Company—third largest producer of valves and fittings in the United States, including its large plant at Greensburg, Pennsylvania. Also in 1925, the company took over the plant of the National Pipe and Foundry Company, manufacturers of cast iron pipe and fittings, at Attalla, Alabama.

Mr. Coonley has been the guiding genius behind Walworth's expansion and phenomenal growth during the past sixteen years. He is the son of the late John Clark Coonley, a successful manufacturer of Chicago, and is one of four brothers. He was graduated from Harvard University in 1899 and a few years later he and his brothers invested in Texas lands. A disastrous effort at cattle raising failed to discourage them, and largely through Howard Coonley's financial genius, they were able to turn profitably to dirt farming, controlling at one time more than one hundred thousand acres. To reach a market and carry out their plans successfully they were forced to build forty miles of railroad and move an entire town ten miles.

Howard Coonley was largely instrumental in bringing about the ultimate success of the brothers' Texas project, but, in the meantime having established a Chicago firm, he began to give this his entire attention. This was the Coonley Manufacturing Company of Chicago, makers of enamelware, and the Coonley brothers were sole owners. Howard Coonley's career had been one of building against odds and when he was invited to assume the presidency of the Walworth Company he welcomed the opportunity to renew the fortunes of this long-established New England firm. He has a passion for identifying himself with a movement or organization which must be built up and knowing that in so doing he will be forced to enter the lists and give battle. Thus he chose to go to the Walworth Company, although he had received at this same time an offer from one of the country's greatest corporations asking him to become its chief executive—an offer of a salary four times that he was to receive from Walworth, with the added inducement of a bonus several times larger than his salary.

His ability has gained such recognition that during the war he was drafted to straighten out the difficulties of the Emergency Fleet Corporation, acting as vice president in charge of administration and associated with Charles Piez, vice president and general manager, and Charles M. Schwab, director general. So successful was Mr. Coonley in handling problems of control and systematic organization that a high government official declared: "Had the war lasted a little longer, other agencies of the government would have been reorganized after the pattern set by the Emergency Fleet Corporation."

Howard Coonley sits with boards of directors of many institutions, financial and industrial, and his counsel is highly valued. As president of the Boston Chamber of Commerce he had responsibility for seeing through to completion the building of the Chamber's six-million-dollar home. Evidence of his constantly questing nature and his keen interest in varied phases of commercial endeavor is seen in his membership in the executive committee of the Colonial Air Transport, Inc. This organization has established Boston's first airport and is contractor for the air mail between Boston and New York. Howard Coonley has been instrumental in furthering its growth.

Aside from occupying the presidency of the Walworth Company of Boston since 1913, Mr. Coonley has been president of the Coonley Manu-

facturing Company of Cicero, Illinois, since 1908 and is a director of the Second National Bank of Boston, the Universal Winding Company, the John Hancock Mutual Life Insurance Company, the Liberty Mutual Insurance Company, the Arkwright Mutual Fire Insurance Company (all of Boston), the Colonial Air Transport, Inc., of New York, the National Malleable & Steel Castings Company of Cleveland and the Link Belt Company of Chicago. Mr. Coonley is a director of the American Standards Association, which represents the American Society of Mechanical Engineers and is the society to approve standards for all engineering industries. On the board of directors are high ranking executives of important steel companies, railroads and other important corporations. He is also a trustee of the Home Savings Bank of Boston. He is a member of the advisory committee of the Graduate School of Business Administration of Harvard University, vice president and a member of the board of overseers of the Boys' Club of Boston and a trustee of Boston University and of the Massachusetts Horticultural Society. Moreover, he has membership in the American Society of Mechanical Engineers, the Boston Chamber of Commerce, of which he served as president from 1923 until 1925, and the Massachusetts Safety Council, of which he has been president since 1921. In politics he is a republican and in religious faith an Episcopalian.

On the 18th of April, 1901, Mr. Coonley was united in marriage to Leslie Walker May, of Boston, Massachusetts. They are the parents of four sons and a daughter, namely: Howard, John Clark, Dudley Avery, Lester and Cynthia. Their home is at Milton.

HERBERT MOSELEY PLIMPTON

Herbert Moseley Plimpton, president of the Plimpton Press at Norwood, Massachusetts, was born in Walpole, this state, May 13, 1859, and is a son of Calvin G. and Priscilla G. (Lewis) Plimpton, who were also natives of Walpole, where their ancestors settled in pioneer times. The founder of the family in America was John Plimpton, who came from England and established his home at Deerfield, Massachusetts. He was captured by the Indians and taken to Canada, where he was burned at the stake. The Plimpton family are all descended from this common ancestor, who served as a sergeant in the early colonial wars. Allen Guild, an ancestor in the maternal line, was called to arms at the time of the outbreak of the Revolutionary war and left his oxen and plow in the field, starting at once for Boston to aid in repulsing the attack of the British. He was advanced to the rank of captain. Two uncles of Herbert M. Plimpton on the distaff side were soldiers of the Union army in the Civil war. His father, Calvin G. Plimpton, was a well known manufacturer of springs and axles in Walpole.

The public schools of Walpole accorded Herbert M. Plimpton his early educational opportunities and later he attended Williston Academy at

Easthampton, from which he was graduated in 1878. He then went to New York city, where he learned the bookbinding business with George W. Alexander, with whom he remained for two years. In 1882 he established a business on his own account in Boston and in 1897 he removed to Norwood, where he opened a factory. The original plant has been enlarged at various times until it is now one of the most extensive in the country, covering several acres of ground and furnishing employment to between seven and eight hundred people. The Plimpton Press does a printing and binding business, taking the manuscript and making therefrom a complete book. The business is under the management of a board of directors and executive officers, with Mr. Plimpton as the president. His plans have ever been carefully formed and he possesses marked executive ability in making these plans a practical feature in the attainment of business expansion and success. He has coordinated seemingly diverse interests into a complex but harmonious whole and careful management has enabled him to eliminate waste in labor and material and to bring forth results highly satisfactory to patrons. Aside from his connection with the Plimpton Press he is a director of the Norwood Trust Company, the Norfolk Mutual Fire Insurance Company and the Holliston Mills, of which he is also treasurer.

On the 8th of October, 1889, Mr. Plimpton was united in marriage to Miss Frances A. Winslow, of Norwood. Their son, Hollis Winslow Plimpton, is president of the Holliston Mills in Tennessee and assistant treasurer of the Holliston Mills of Norwood, Massachusetts.

Mr. Plimpton has manifested a deep and helpful interest in community welfare and is now a trustee of Wheaton College and is a member of the state executive committee of the Young Men's Christian Association for Massachusetts and Rhode Island. He belongs to the Algonquin Club of Boston, to the Walpole Country Club and to the Boston Chamber of Commerce and he labors just as untiringly and effectively to promote public welfare as he does to advance his individual interests in the conduct of important business enterprises.

THE INDUSTRIAL APPRAISAL COMPANY

The Industrial Appraisal Company is an able and compact organization of which the senior member is George L. Fowler, an engineer of thirty-five years' experience, sound, conservative, displaying excellent judgment of property values gained through a quarter of a century of appraisal work. The development of the so-called "quick method" or "short form" appraisal at low cost is Mr. Fowler's outstanding contribution to the industry. The junior member of the firm is his son, George L. Fowler, Jr., who has been constantly associated with the father on every important appraisal for the last twelve years or more. The third member

of the organization is the treasurer, L. B. Haworth, an auditor and appraiser of intangible values, such as goodwill.

The Industrial Appraisal Company is regarded as an expert in New England value. Due in part to the uneven degree of prosperity enjoyed by the major industries of the northeast, these values have been in a constant state of readjustment. The widest range of experience in judging these rapidly changing values on current appraisals is therefore indispensable. Such appraisals are required by every industrial unit which carries fire insurance; by manufacturing companies which use the service for establishing book values for income tax purposes and as a basis for departmental and general costs; by rapidly growing public service corporations for values of property for rate making purposes; by companies merged with or absorbed by others for the determination of fair property and other asset values such as goodwill. Moreover, reappraisals have been found necessary every year by concerns undergoing rapid expansion or those whose machinery accounts have been extended or curtailed and in general by those who are in highly competitive groups.

When costs per unit are figured to a fraction of a cent, proper charges for depreciation and obsolescence of machinery and equipment, allowance for condition of the plant and deductions for scrapped items are just as necessary as a knowledge of the cost of taxes and insurance, which are definite and easily secured.

The Industrial Appraisal Company operates under either a flat per diem arrangement or after a survey by Mr. Fowler will offer the prospective client an outside estimate on precisely the character and extent of the work desired. The methods of approach to new customers of the Industrial Appraisal Company, the technique employed in getting the results desired by the client and the cost to their clients differ widely from those used by the average appraisal service. Ninety per cent of the business of the company is entirely unsolicited, which fact alone convinces any intelligent executive of the ability of the Industrial Appraisal Company to do the work at less cost. Swift, accurate judgment of values in the field and the absence of an expensive office establishment contribute an important share to the company's policy of reasonable cost to clients.

GEORGE LEWIS FOWLER

George Lewis Fowler, recognized as an expert on water power, has since 1918 been president of the Industrial Appraisement Company of Boston. His marked capability is based upon comprehensive study and broad experience in both hydraulic and mechanical engineering.

Mr. Fowler was born in Lowell, Massachusetts, July 13, 1876, a son of George Lewis and Artie Mary (Bacon) Fowler. After attending the public schools of his native city he turned his attention to hydraulic engineering and studied for many years under Colonel James Francis and also

under the latter's son and namesake, having been connected with them in business for more than eleven years. He passed the engineering examinations at the Massachusetts Institute of Technology and is thoroughly qualified in both hydraulic and mechanical engineering. In fact his knowledge and skill rank him with experts in this field and his services along those lines have been of great value. Since 1918 he has been president of the Industrial Appraisal Company, the business having been founded by Daniel B. Lewis, with whom he entered into partnership, and in 1924 bought out the interests of his partner, becoming sole owner. Under this name he has engaged in making appraisals of factories and machinery for insurance and loss claims and in tax appraisals and also continues to do expert work in connection with water power. He is also president of Old Kent, Inc., which is a part of the R. E. Sage Company of Boston.

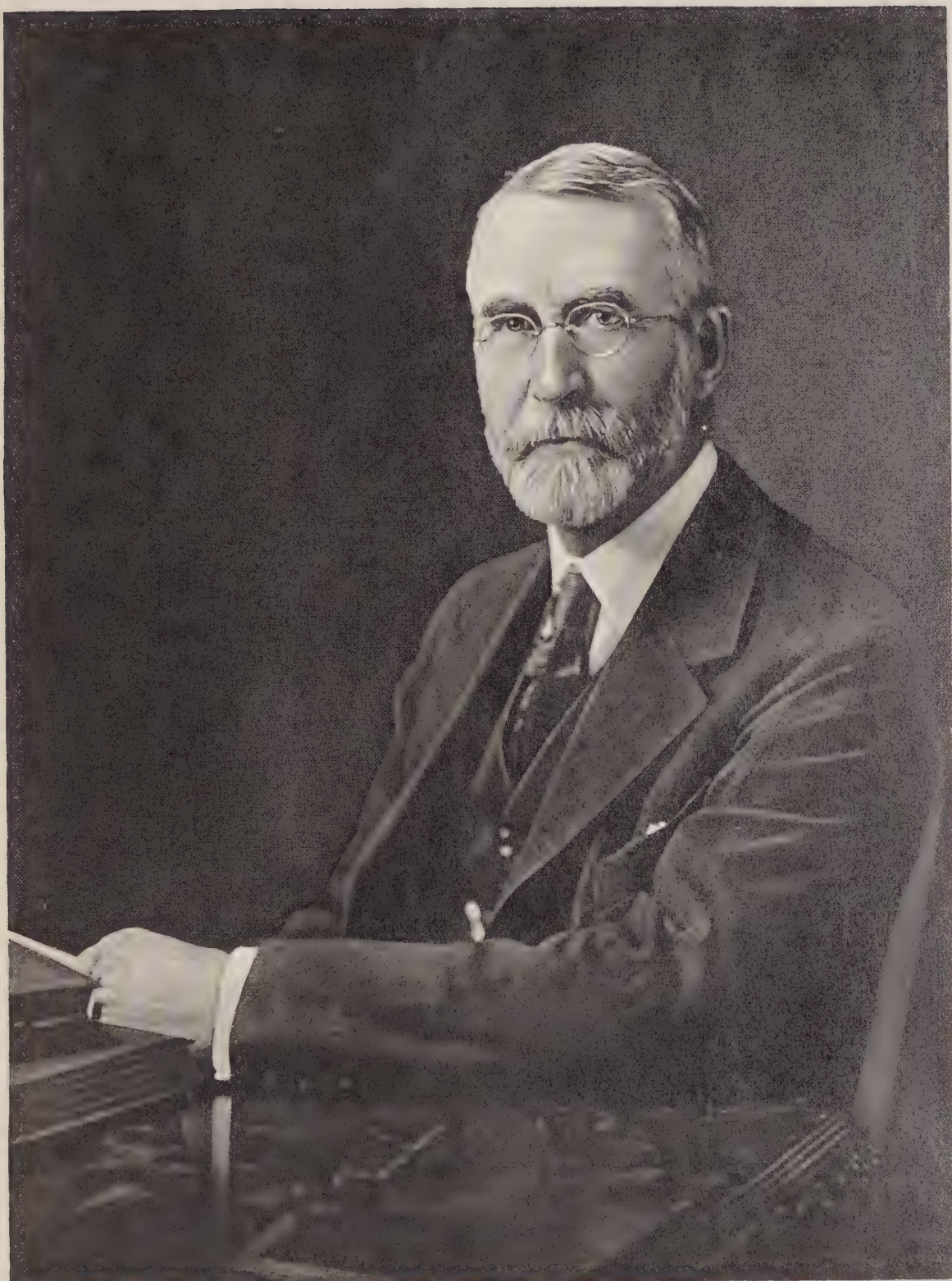
On the 12th of November, 1897, in Lowell, Mr. Fowler was married to Miss Mary Valentine, a native of Worcester, Massachusetts, and their children are: George L. (III), vice president of the Industrial Appraisal Company; Virginia, who is the wife of William B. Alexander; and Patricia, a maiden of ten summers, who is at home.

Mr. Fowler served as captain in the State Guard as a member of H Company of the Thirteenth Regiment of Massachusetts during the World war, being stationed at Norwood, this state. He is a republican in his political views and fraternally is a Mason, belonging to the various Masonic bodies and the Shrine, while his religious faith is that of the Episcopal church. Golf is his favorite form of recreation.

CHARLES T. MAIN

Charles T. Main, of Boston, well known industrial engineer and expert on power plants, is president of Chas. T. Main, Inc. His birth occurred in Marblehead, Massachusetts, February 16, 1856, his parents being Thomas and Cordelia (Reed) Main, the former a native of Marblehead and the latter of Plymouth. Both were members of old American families, established in colonial days.

Charles T. Main began his education in the public schools of his native town and subsequently entered the mechanical engineering department of the Massachusetts Institute of Technology, from which he was graduated in 1876 with the degree of Bachelor of Science. He remained at the institute in the same department for three years as an assistant. Then, in the fall of 1879, he went to the Manchester Mills of Manchester, New Hampshire, as draftsman. He was connected with this organization for a little more than a year, leaving on January 1, 1881, to become engineer of the Lower Pacific Mills at Lawrence, Massachusetts. This was an executive post of a responsible sort, and gave to Mr. Main the opportunity of demonstrating what he could do. That results were satisfactory was indicated by his promotion in March, 1886, to be assistant



Charles T. Main

superintendent, and in July, 1887, to the superintendency of the mill, also retaining control of all engineering work. During a period of eleven years Mr. Main directed the reorganization and rebuilding of the Lower Pacific Mills plant, and for something more than five years had charge of the operation of the mills. At this point he came to a decision long in mind that he would retire from administrative work and confine himself more strictly to engineering, where his inclinations led him. So he left the Pacific Mills, and after one year in Providence, spent in engineering and mill work of a miscellaneous character, he formed an association with F. W. Dean, conducting a business as Dean & Main, devoted largely to textile mill work. Gradually this was broadened so as to include other industrial plants. This association existed from January, 1893, to January, 1907, when Mr. Main embarked independently. He conducted his business under the name of Chas. T. Main until July 1, 1926, when the enterprise was incorporated under the name Chas. T. Main, Inc., with Charles T. Main as president. He has seven associates who are specialists in the different branches of engineering and who are responsible for the carrying out of the different undertakings which are entrusted to this office. From 1893 to the present time a large number of industrial plants have been designed and constructed under the direction of Mr. Main, and others reorganized. This has especially had to do with engineering for industrial plants developing into steam power plant work, and water power work into hydro-electric developments. Among the largest undertakings in the group of industrial plants concerned are the Wood Worsted and Ayer Mills in Lawrence, and in the hydro-electric field, developments for the Montana Power Company, aggregating about three hundred thousand horse-power.

The Co-Operative Press, in a biography of Mr. Main published a decade ago, said: "The part of the industrial engineer in these reconstruction days is certain to be a more important one than ever before. He is confronted with problems of the first magnitude, on the solution of which must depend to a large extent the immediate future of American business. Now that we again face world competition upon the most intensive scale it is of pressing moment that we find ways to do things economically and efficiently. And they must be done in a big way—bigger than we have heretofore attempted. Happily there is every assurance that the good work will go rapidly forward. If any proof were needed it would be only necessary to cite the demand for industrial engineering talent of the first calibre. This demand is urgent and arises on all sides. New building programs are being formulated in many industries, and we may expect to see an early beginning of important operations. Among the well known industrial engineers of the country the name of Charles T. Main, Boston, is a familiar one. Mr. Main has done some very interesting things in his field, having had a hand in the evolution of numerous large enterprises. His experience has been of an unusually varied character, embracing many phases of engineering practice in textile mills, industrial plants of all kinds, and steam and water power projects. * * * Mr. Main has

served as consulting engineer of many projects and as expert witness or referee in important legal actions, and also has placed valuations on numerous industrial plants, and has acted as arbiter in many important cases. He has written numbers of papers on engineering subjects." Mr. Main is a director of the E. Howard Clock Company and is a trustee of the Winchester Savings Bank.

His interest has been extended to public affairs, and in this connection he has held several municipal offices for the purpose of advancing good government, and in order to do his share of public work. He was for three years an alderman of Lawrence, his home, and was for eleven years on the water and sewer board at Winchester. He also has been on the board of trustees of the public library, and a member of the school committee in Lawrence.

Mr. Main is a member of the American Society of Mechanical Engineers, and was a manager of the organization for three years, and president in 1918. He also is a member of the American Society of Civil Engineers, the American Institute of Consulting Engineers, of which he is now president, the Boston Society of Civil Engineers, of which he has been president, and of other technical societies. He was president of the Engineers Club in Boston for eleven years and is a life member of the Corporation of the Massachusetts Institute of Technology. He has been a frequent contributor to the technical press and a speaker at many professional gatherings, on engineering topics. His name is on the membership rolls of the Engineers and Exchange Clubs of Boston, the Engineers Club of New York and the Winchester Country Club of Winchester.

In 1883 Mr. Main was married to Miss Elizabeth F. Appleton. They have three children: Charles R., Alice A. and Theodore Main.

FIELD BROTHERS SHOE COMPANY, INC.

Field Brothers Shoe Company, Inc., with its thoroughly modern factory at East Bridgewater, Massachusetts, was organized September 3, 1924, with Walter Preston Field as president and treasurer, Ernest Everett Field as vice president, Horace L. Mitchell, vice president in charge of plant and production, and Mabel R. Bogren as secretary. The business was first established at North Middleboro, where operation was begun on a small scale with but little capital. They took over the old Keith & Pratt factory, one of the first shoe factories in the Old Colony district. It had been in operation for about fifty-two years and in this plant the Field Brothers Shoe Company began the manufacture of shoes to retail at four and five dollars, having at the time a capital of about twenty thousand dollars. In the early days the production was about eight dozen pairs daily, but the business has steadily grown until there is now an average output of one thousand pairs per day, with a volume of business for 1929 that will reach approximately one million dollars. Long since the business has outgrown

the original plant and on August 25, 1927, ground was broken for the present plant at East Bridgewater, which is considered the most modern shoe factory in New England. There they have forty thousand square feet of floor space and their employes number about two hundred. They receive many government contracts and also contracts from the Cuban government, and the business is one of the growing enterprises of this section of the state.

Walter Preston Field, the president of the Field Brothers Shoe Company, Inc., and who at all times is actuated by a most progressive spirit in the conduct of the business, was born at Brockton, Massachusetts, March 17, 1895, a son of Fred and Ottielyn (Taber) Field. He acquired a public school education in his native city and was afterward graduated from the Powder Point School at Duxbury, Massachusetts, and from the Burley School of Business Administration and Finance in 1915. He then entered the employ of the Simpson Spring Company of South Easton, Massachusetts, and after a short time was put in charge of factory cost and bureau of organization and research, in which connection he developed a wonderful organization which doubled the business. He started with the company at a salary of fifteen dollars per week and gradually worked his way upward until the president called for reserves for service in the World war, and on April 6, 1917, he enlisted in the Naval Reserves. Passing the required examination, he was immediately made chief engineer aboard the *Gypsy*, which was the yacht of Robert F. Herrick, whose son, Robert F., Jr., was ensign. This was one of the first patrol boats out of Boston harbor. Mr. Field was subsequently transferred by Captain Hasbrook to the duty of patrolling the water-front of the Fore River shipyards and later was transferred to the Eastern Yacht Club Training Station. He was next at Bumkin Island, the old Burgess estate, for three months and afterward at Hingham, where a plant was built. His next duty was the building of the Wakefield plant and a little later he was called to Provincetown under Lieutenant Commander Frank T. Williams, where he engaged in target practice and was then given a leave of absence for three months to prepare for aviation, standing by in anticipation of orders to go to Mineola, New York.

During this period Mr. Field was married December 18, 1917, to Florence Flagg, of Brockton, a daughter of Wallace and Angelia F. Flagg. Following his wedding journey he was called back to active duty and was stationed at the receiving ship of the Boston Commonwealth pier. While waiting to be transferred to the Columbia School of Gas Engineers, the Norwegian ship entered the Boston harbor, running the quarantine. On board were passengers who had the influenza and thus the epidemic was started in Boston. Mr. Field was the first one infected and for sixteen weeks was confined to his home and to Chelsea Hospital, being mustered out of service January 1, 1919. In February, 1919, accompanied by his wife, he made a trip through the tropics of South America and the southern hemisphere in view of getting experience that would benefit him if he entered the service of the United Fruit Company, of which his father was

a director and the general manager of the Boston division. However, upon his return to the United States he again became connected with the Simpson Spring Company, with which he remained until April, 1920. He then organized The Field Company, of which he became president and treasurer, with Anson R. Flint as vice president and John F. Sheehan as secretary. This company engages in the wholesale confectionery business and also acts as distributors for the Simpson product at Brockton. An excellent business in the confectionery trade was developed, amounting to a quarter of a million dollars per year. Throughout his life Mr. Field has always wisely availed himself of the opportunities which have arisen and his plans have ever been well formulated and promptly executed. In 1922 he organized the Thompson Field Company of Brockton for the manufacture of shoe supplies, the main product being the Feldite shoe filler. His associate in this undertaking was Arrol M. Thompson. In 1924 he erected the Field building on Montello street in Brockton, which he still owns and leases to The Field Company. In the same year he built the modern one-hundred-ton filler plant which he leases to the Thompson Field Company. In January, 1926, however, he sold his controlling interest in the Thompson Field Company to the United Machinery Corporation and in March, 1927, sold his controlling interest in The Field Company to his two associates, John F. Sheehan and Anson R. Flint. He owns large real estate interests but devotes the major part of his time to the development and expansion of the business of the Field Brothers Shoe Company, which constitutes one of the important manufacturing concerns of this section of the state.

Mrs. Field is much interested in aviation and holds a flyer's license. Both Mr. and Mrs. Field are widely known socially and have many friends throughout Massachusetts. His has been an extremely successful business career, owing to his capability, his ready recognition of opportunity and the thoroughness with which he masters everything that he undertakes. His interests have ever been of a character that have contributed to public progress and prosperity as well as to individual success and he is accounted one of the representative manufacturers of Massachusetts.

ERNEST EVERETT FIELD

Ernest Everett Field is an enterprising young representative of industrial interests in his native state as vice president of the Field Brothers Shoe Company, Inc., of East Bridgewater. He was born in Brockton, Massachusetts, July 29, 1903, a son of Fred and Ottielyn Field. His early education, acquired in public and private schools, was supplemented by a course of study in Dartmouth College of Hanover, New Hampshire, from which he was graduated in 1927. It was in October, 1924, that he became identified with the shoe manufacturing business, which has since claimed his attention, and in this field he has become widely known as vice presi-

dent of the Field Brothers Shoe Company. Already he is recognized as a business executive of marked ability and sound judgment and the future undoubtedly holds for him continued success.

On the 22d of February, 1926, Mr. Field married Miss Gleora B. Torrey, of South Braintree, Massachusetts, who pursued her education in the Sea Pines Home School at Brewster and the MacDuffie School for Girls in Springfield, this state. Mr. Field belongs to Dartmouth Chapter of Sigma Nu fraternity and both he and his wife are popular members of the younger social set in their community.

WAMSUTTA MILLS

The continuous industrial development of Massachusetts finds expression in the history of the Wamsutta Mills of New Bedford, which has been in existence for more than eighty-three years. Today the company owns a mammoth plant, while the business is capitalized for six million dollars.

The formation of the Company has always been considered an "isolated venture" for the reason that it was twenty years before the next cotton mill was erected there. The most interesting thing in connection with the building of the mill is the fact that the necessary interest was created and the capital raised at a time when the whaling industry was prosperous and when the people of New Bedford were investing their money chiefly in this or kindred industries. It was therefore difficult to interest investors in a stock company outside of whaling. Furthermore, the profits in this pursuit had been large and fairly certain and the sentiments of those who had money to invest was in favor of individual ventures, and corporations were regarded with disfavor and suspicion. In addition to this the mechanics considered the hours and discipline of mill work as inimical to their own interests. Nevertheless these obstacles were not allowed to dampen the courage of the men who had set their minds on forming the new enterprise. Of course the pessimist predicted ruin, but the mill was successful from the start.

It is interesting to mention that when Thomas Bennett, Jr., first tried to interest Joseph Grinnell in the building of the mill, the latter thought it advisable to establish the plant somewhere in the south. Grinnell had had experience in a mill there, but was convinced that a cotton plant in the north might also be successful. "Why not locate the mill in New Bedford?" he said, and finally insisted that if he were to aid in the plan the Wamsutta Mills should be located in this flourishing New England city.

In 1846 Hon. Abraham H. Howland obtained from the legislature of Massachusetts by special act a charter for a manufacturing company, to be located in New Bedford "for the manufacture of cotton, wool or iron," to be called the Wamsutta Mills. The mill was very appropriately named after Wamsutta, elder son of Massasoit, Chief of the Wampanoags, who at the death of his father came into power as the great Sachem of the Wam-

panoags for these territories, and from whom all of the land now comprising New Bedford and surrounding districts was purchased. The names mentioned in the charter were Jireh Perry, Matthew Luce, Thomas S. Hathaway and their associates. Hon. Joseph Grinnell headed the subscription list with \$10,000, and other stockholders were obtained to the amount of \$160,000. The first stockholders' meeting was held on June 9, 1847, Mr. Grinnell presiding and Thomas Bennett, Jr., acting as secretary. At this meeting the charter was accepted and the company organized with officers as follows: Joseph Grinnell, president; Edward L. Baker, treasurer and clerk. The directors were Joseph Grinnell, David R. Greene, Thomas Mandell, Pardon Tillinghast and Joseph C. Delano. Mr. Bennett was appointed agent, serving in this capacity for twenty-seven years, Edward Kilburn then becoming his successor.

On January 1, 1849, the machinery was started, and the well known Wamsutta shirting was manufactured, which is still a leading product of these mills. Later on, the manufacture of sheeting was undertaken, and today the Wamsutta percale sheets and pillow cases are known throughout the world. It was claimed that the quality of this material was so superior that the sheets made at the mill twenty-five or thirty years ago are still found doing service in the homes of New England.

Other finished products include Wamsutta cambric, nainsook, long-cloth, lawns, lustersheers, lingerie; also, sailcloths and yacht ducks for light sails.

Gray goods for the converting trade include Oxfords, poplins, fancies and special fabrics up to one hundred and fifty inches in width. A large business is also carried on in combed yarns.

The second mill was built in 1853 and the plant has continued to grow until now it comprises eight mills with 196,000 spindles and 3,253 looms, as well as a sheet and pillowcase factory. The capital has also steadily increased until it now stands at \$6,000,000.

This is one of the largest and most important industrial interests of New Bedford, and throughout the years a business policy has always been maintained that has commanded the confidence and support of the public. The officers at the present writing are: Oliver Prescott, president; C. F. Broughton, treasurer; W. F. Staples, assistant treasurer; W. O. Buzzell, agent; O. M. Dunham, clerk.

SAMUEL LELAND POWERS

Samuel L. Powers, whose connection with industrial Massachusetts was that of counsel for some of the leading business corporations of the state, was widely known to the public as senior member of the law firm of Powers & Hall. He also figured prominently in connection with the legislative history and in both lines the commonwealth prospered through his efforts. He passed away November 29, 1929.



Saml L. Powers

Mr. Powers was born in Cornish, New Hampshire, October 26, 1848, and was numbered among the alumni of Dartmouth College of the class of 1874. He took up the study of law in New York city and also pursued his reading in Worcester, Massachusetts, being admitted to the bar of this state in November, 1875. Immediately afterward he located in Boston, where he was in continuous practice from January 1, 1876, with the exception of the period from 1901 until 1905 when he was serving as a member of congress. He was long recognized as one of the foremost members of the Massachusetts bar, having largely specialized in corporation law. He became counsel for the New England Telephone & Telegraph Company in 1885 and was its legal representative, taking up the duties of the position during the period when the company was in its embryonic state, operating in only a small territory and with a limited number of subscribers. He also acted as counsel for the American Telephone & Telegraph Company and for more than two decades was counsel for the American Woolen Company and also had charge of the legal interests of a number of the mill corporations of Massachusetts. He organized and acted as counsel for many of the street railway and trolley companies and served as director or president at different times of some twelve or more of these street railway corporations. In 1918 he was appointed one of the public trustees for the operation of the Boston Elevated Railway and held that position for the full term of ten years, when he declined a reappointment to the office. During the last four years of that period he had acted as chairman of the board. Few men had more intimate knowledge of corporation law or were more accurate in the application of legal principles to the points in controversy than Samuel L. Powers.

While he practiced his profession with notable success for more than a half century, Mr. Powers also figured prominently in connection with public affairs, at all times recognizing and meeting his obligations and duties of citizenship. From 1883 until 1887 he was a member of the city council of Newton and acted as president of that body in 1885 and 1886. In 1900 he was elected to congress and was reelected in 1902, declining a further nomination in 1904. During the period of his congressional service he served on the committees on judiciary, elections and the District of Columbia, and was appointed one of the managers on the part of the house to prosecute the Swayne impeachment before the United States senate. Following his retirement from congress in 1905, President Roosevelt tendered him appointment as United States district attorney for Massachusetts, but he felt obliged to decline. He also declined the proffered position of member of the United States customs court at the hands of President Taft in 1909, this court having been created by the preceding congress. Mr. Powers felt that his private practice demanded his entire time and attention and therefore declined further public service. He was, however, a member of the Massachusetts constitutional convention during the years 1917, 1918 and 1919 serving on the important committee on rules. In 1918 and 1919 he was a member of the Massachusetts board of education

and from 1917 until his death was one of the trustees of the New England Conservatory of Music.

Mr. Powers gave considerable time to literary work after the completion of his college course, his last work being "Portraits of a Half Century," published by Little, Brown & Company in 1925. During thirty years or more he was sought again and again to preside at a large number of banquets, having introduced more than two thousand speakers during that period. For fourteen years he was president of the Middlesex Republican Club, for five years was president of the Boston Art Club and for four years was president of the Newton Club. He occupied the presidency of the Middlesex Bar Association for three years, and such was his high standing in professional circles that upon the completion of fifty years' connection with the bar in November, 1925, the Massachusetts judges and lawyers tendered him a notable and memorable banquet at the Copley Plaza Hotel in Boston, on which occasion more than six hundred judges and lawyers were present. He never deviated from the high standards of his chosen calling, his entire record being a credit to the legal history of the state.

Before his graduation from college, Mr. Powers with seventeen other Dartmouth students among whom was the late Governor McCall, taught school during the summer season on Cape Cod. While thus engaged, he met Miss Crowell of East Dennis, who later became his wife. In June, 1928, they observed their golden wedding anniversary. Besides his widow, Mr. Powers is survived by one son, Leland Powers.

MARCUS LIBBY URANN

The cranberry industry of America has long centered in Massachusetts and to this field of business Marcus Libby Urann has given his attention, knowing every phase of the industry from the cultivation of the fruit to the sale of the manufactured product. Mr. Urann was born in Sullivan, Maine, October 2, 1873, and is a son of Marcus Morton and Chestena Elizabeth Urann. He passed through consecutive grades of the common schools, completed his high school course and then attended the University of Maine and the Boston University Law School, after which he entered upon the active work of the legal profession. Later, however, he concentrated his efforts and attention upon the growing and preserving of cranberries on Cape Cod, starting in this field in 1907 in order to aid in organizing, standardizing and stabilizing the cranberry industry as a source of food. He is now officially connected with the Ocean Spray Preserving Company, the United Cape Cod Cranberry Company and the New England Cranberry Sales Company and is, moreover, a well known figure in those organizations which have been formed to promote the trade, being now a member of the American Cranberry Exchange, the Cape Cod Cranberry

Growers Association, the Massachusetts Canners Association and the National Canners Association.

On the 18th of November, 1896, at Holden, Maine, Mr. Urann was united in marriage to Miss Agnes Copeland, a native of that city, born May 11, 1868. Mr. and Mrs. Urann have a daughter, Ruth, and the mother belongs to the Philergians.

Mr. Urann has membership in the Congregational church and fraternally he is a Mason. In connection with college fraternities he organized the honorary society Phi Kappa Phi in 1897 and which is today a feature in many colleges and universities. He likewise belongs to the Rotary Club, which indicates his standards of citizenship and of personal service, and he finds his recreation in golf. During the World war he rendered effective service as a member of the Massachusetts state food committee.

ARTHUR BURDETTE DANIELS

The name of Arthur Burdette Daniels is inseparably interwoven with the history of industrial development and progress in Massachusetts during the present generation. He is identified with various business interests of wide scope and of great importance to the commercial development of the state, being perhaps most widely known as the president of the L. L. Brown Paper Company of Adams, with which he has been associated for more than a half century.

Mr. Daniels was born in Ashfield, Massachusetts, October 21, 1861, and was therefore but seventeen years of age when he sought employment with the organization of which he is now the head. Bending every effort to a mastery of the business, he worked his way upward through various departments and in 1892 was called to executive position when he was made treasurer and general manager. His advancement to the presidency came in 1919 and for ten years he has bent his energies in this connection to administrative direction and executive control of a business that has long been accorded a distinctive position in paper manufacturing circles of the country, the story of the L. L. Brown Paper Company being given on another page of this work. Naturally his cooperation has been sought in other fields because his success in paper manufacturing has demonstrated his marked business ability and resourcefulness. He is today the president and one of the directors of the Greylock National Bank of Adams, a director of the Hoosac Cotton Mills of North Adams, a director of the American Paper Exports, Inc., of New York, the American Investments Securities Company of Boston, the Columbian National Life Insurance Company of Boston and the Berkshire Life Insurance Company of Pittsfield, Massachusetts. He also aided in organizing and incorporating the Knickerbocker Portland Cement Company, of which he became vice president, treasurer and afterward president and which is now one of the plants of the International Cement Corporation. He has not confined his

attention solely to industrial and commercial activities but has cooperated in organizations of a social and philanthropic character, being identified with the Home Market Club of Boston as its vice president, with the Greylock Reservation Commission as a commissioner and with the Plunkett Memorial Hospital as president and trustee. He has served as president of the Writing Paper Manufacturers and American Paper and Pulp Associations and in every relation of life his activities have measured up to high standards in the achievement of results for the public weal as well as for individual success.

HOOK & HASTINGS COMPANY

The Hook & Hastings Company, organ builders of Kendal Green, control a business which is the outgrowth of a small enterprise established in 1827. In that year Elias Hook, who had studied organ building with William M. Goodrich, one of the earliest builders of New England, began the building of organs in Salem, Massachusetts, in connection with his brother George. After a time they established their business in Boston under the style of E. & G. G. Hook and the firm name soon became a synonym for excellent workmanship and high reputation in that line. With the removal to Boston in 1832 the factory was established at the corner of Leverett and Brighton streets, while a salesroom was opened on Friend street. The firm continued to build organs at the Leverett street factory until 1853, when they removed to 1131 Tremont street, in that part of Boston known as Roxbury.

In 1855 Francis H. Hastings entered the employ of the brothers and ten years later was admitted to a partnership under the firm style of E. & G. G. Hook & Hastings. The Hook brothers both lived beyond the allotted age of man and died within nine months of each other, one in 1880 and the other in 1881.

The business, however, has been continued without a break for more than a century and a progressive spirit has ever actuated its owners. In 1885 Mr. Hastings built the present factory at Kendal Green, a suburb of Boston, and transferred his business to the new plant during that year and the year following. In 1893 he incorporated the business under the name of the Hook & Hastings Company. Naturally time has brought changes in ownership and the present officials and managers of the company have become affiliated with Mr. Hastings on the following dates: Norman Jacobsen in 1891; Arthur L. Coburn in 1897; and Alfred R. Pratt in 1903. Mr. Coburn is now president of the company, with Mr. Jacobsen as the vice president and Mr. Pratt as secretary and superintendent. A number of years before Mr. Hastings' death in 1916 he relinquished the active management of the business to his associates, who are the present officials of the corporation.

The story of the pipe organ constitutes one of the romantic chapters

in the history of the development of musical instruments. For more than two thousand years the development of the pipe organ has followed the progress of civilization. The parent instrument was a set of pipes fastened together in a row and made to sound to the direct force of the breath. About 200 B. C. there came the water organ, which, in turn, gave place to the bellows type of instrument that was first used in the church about 430 A. D. This type, highly perfected, is still in use. The real history of the pipe organ in America began about 1713 with the importation from England of what has come to be known as the Brattle organ, brought over by Thomas Brattle and set up in King's Chapel, Boston. John Clemm produced the first American built instrument in 1737. It was ninety years later that Elias and George Hook in 1827 founded the business now carried on by the Hook & Hastings Company. They have produced some of the finest organs of the country, among these being the two organs installed in the new Riverside church on the Riverside drive of New York and the splendid instrument found in the First Church of Christ, Scientist, Boston. All through the years the business of the Hook & Hastings Company has been conducted along the most progressive lines, embodying the latest ideas of scientific construction, and their output ranks with the best that has been produced in organ building in America.

ARTHUR LESLIE COBURN

Arthur Leslie Coburn, president of the Hook & Hastings Company of Kendal Green, organ builders, deserves classification among the well known industrialists of Massachusetts, having devoted his attention to organ construction since April 1, 1897. He was born June 18, 1860, in Weston, this state, and is a son of Isaac and Julia Ann (Cutter) Coburn, who settled in Weston in 1801, purchasing the farm which is now owned by Arthur L. Coburn.

The last named attended the public schools of Weston and the Allen school of West Newton and then took up the occupation of farming on land which is still in his possession. He entered the industrial field as an organ manufacturer on the 1st of April, 1897, and is now at the head of the Hook & Hastings Company, thus controlling one of the old established manufacturing enterprises of the state, the story of which is given on another page of this work.

In June, 1898, Mr. Coburn was married in Brooklyn, New York, to Miss Helen Haines, who was born March 9, 1871, in Wiscasset, Maine, and they have two daughters, Anne Cutter and Mary Chapman Coburn, and a son, Arthur L. Coburn, Jr., who was married April 27, 1929, to Miss Priscilla Rhoades, of Boston.

Mr. and Mrs. Arthur L. Coburn, Sr., are Unitarians in religious faith and in the work of the church he takes an active part, having served as its treasurer for thirty-three years. He is interested in all that pertains

to the welfare and progress of his city and state and for six years was one of the selectmen of Weston, while he is now serving on the board of park commissioners. During 1896 and 1897 he was a member of the state legislature and in public service has ever been actuated by high ideals. He finds his recreation largely on the links and is a member of the Weston Golf Club.

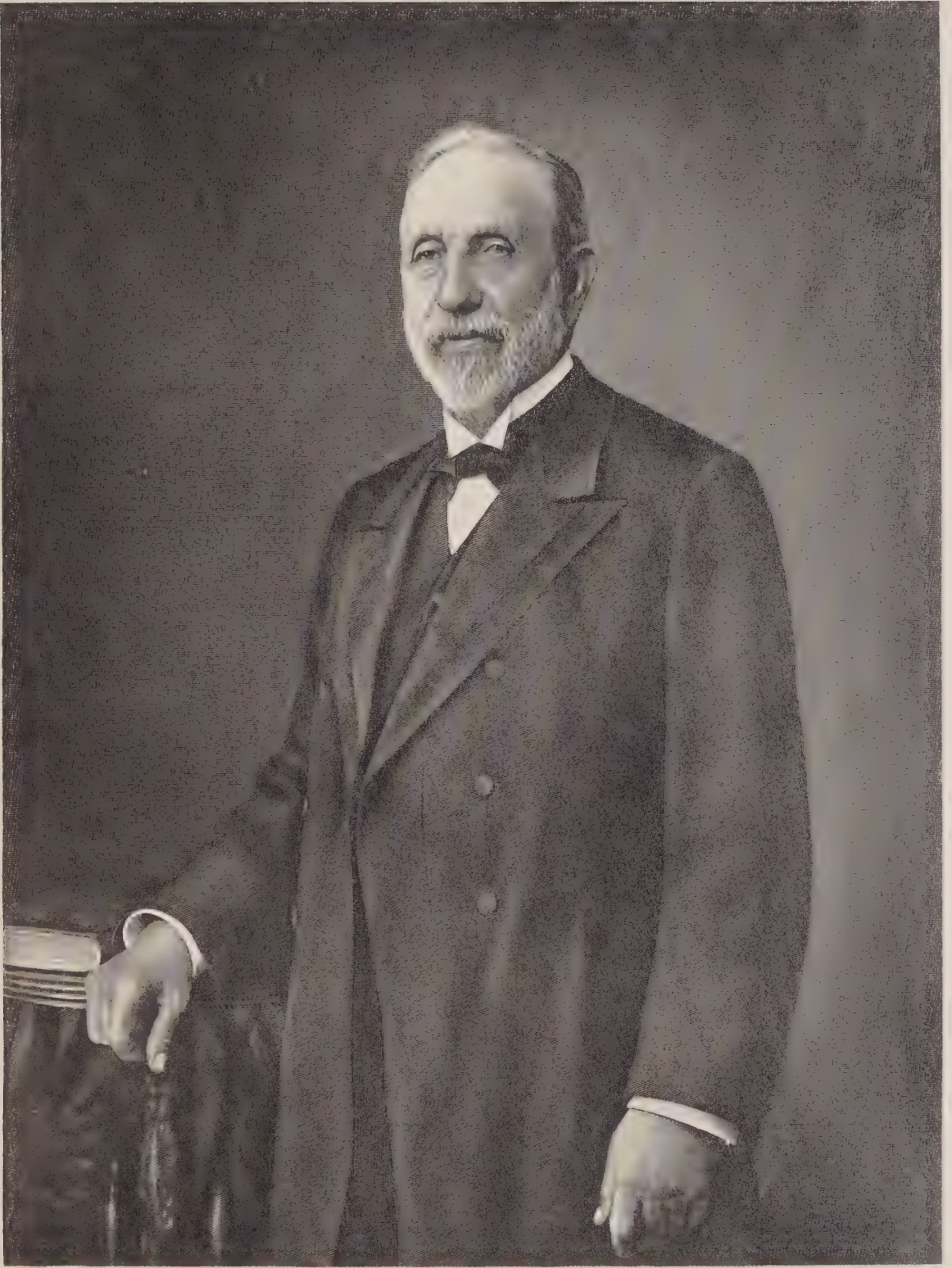
NORMAN JACOBSEN

Norman Jacobsen, vice president of the Hook & Hastings Company, builders of pipe organs at Kendal Green, a suburb of Boston, has been identified with the business for thirty-seven years. He was born in Cambridge, October 22, 1876, a son of Haagen and Amelia J. Jacobsen. Having completed a two years' course of study in high school, he then took up the work of drafting and designing and the passing years have chronicled steady advancement in his skill and efficiency until his work in connection with pipe organ building has received wide recognition. In 1892 he joined Francis Hastings, who was then at the head of the Hook & Hastings Company, builders of pipe organs. The business had been established in 1827 and has been carried on continuously since. Mr. Jacobsen has embodied many of his progressive ideas in the designing and construction of the fine organs sent out by this corporation and he also has voice in the executive control of the enterprise as vice president of the company.

Mr. Jacobsen is a member of the Monitor Lodge of Masons, the Prospect Lodge of Odd Fellows and the Rotary Club, all of Waltham. Formerly he was president of the Fales Club of Waltham, is a past lecturer of the Waltham Grange and a member of the Boston Square & Compass Club, the Unity Club of Boston and the Unitarian Laymen's League of Weston.

WILLIAM CARTER

Emerson has said: "An institution is but the lengthened shadow of a man." It is certain that every individual expresses himself in his life work and certainly in William Carter were found the elements of greatness. He had the perseverance and the determination to continue in the course which he had marked out and the broad vision that enabled him to see into the future and foretell at least something of the result of his efforts. The position of world-wide prominence to which he attained as a manufacturer was not reached by leaps and bounds but resulted from unfaltering perseverance and unvarying adherence to the course which he marked out. Thus in the passing of the years not only did his name become the foremost in the United States in connection with underwear manufacture, but the products of his mills became known in many foreign



Wm. Carter

lands. While not without that laudable ambition which prompts the individual to seek success, the attainment of wealth was never the sole end and aim of his life. In the conduct of an enterprise which reached mammoth proportions he was always found to be a most considerate employer, one who constantly sought the physical, mental and moral welfare of those in his service. He set a splendid example for the business public in this connection. Today there is no name more highly honored in manufacturing circles than that of William Carter, and the town of Needham stands as a monument to his ability.

True greatness is not often heralded by a blare of trumpets; more often it has its beginning in obscurity, and there was nothing to indicate the arrival of one of the world's future business leaders when William Carter was born in the little village of Alfreton, England, February 25, 1830, in the home of his parents, John and Mary (Carey) Carter. The father, a native of Nottingham, worked for many years in a warehouse at Alfreton, leading a most industrious life. His wife was indeed to him a worthy helpmate and in his later years her son said: "My mother—how well I remember her. I have never known a woman before or since who worked as she did, not only for her own family but for the help that boarded with us, and she lived until the good age of eighty-five."

When ten or twelve years of age William Carter began working, attending school half a day and doing odd jobs the other half. He said: "I liked to work" and that liking evidently remained with him throughout all the years. At the age of thirteen he began attending a private school, where he acquired a knowledge of reading, writing and arithmetic. His attendance at school, however, did not indicate the period of his education, for throughout life he was a student, constantly acquiring knowledge along one line or another and thus developing his powers. In an autobiography he said that he was never out of work but three weeks in his whole life, which was at the time of the strike throughout England. At that period he left Alfreton and went to Carlton to operate a hand machine, for he had previously acquired a knowledge of the knitting business, and he never deviated from the path which he thus marked out in early manhood. However, at the time of the strike he returned from Carlton to Alfreton and obtained a job in a coal pit, earning three shillings and sixpence a week by working underground. This was practically the only interruption to his connection with the knitting business. Feeling eventually that better business opportunities might be secured elsewhere than in England, he started for America. They struck stormy weather and the ship was carried far out to sea. At times it seemed that they would never reach their destination but after fifty-two days on the broad Atlantic, anchor was dropped in the harbor of the metropolis. In the meantime the rations had been reduced to three ship crackers per day and a quart of water, and the passengers felt that they were facing starvation as well as possible drowning.

Mr. Carter landed January 28, 1857, with only ten shillings in his pocket but with the possession of considerable industrial knowledge, com-

bined with inherent courage and perseverance. For three months he was employed as a journeyman stocking maker in New York and thence went to New Hampshire, where he worked for a similar period. Later he was employed in Roxbury, Massachusetts, and about 1860 located permanently in Needham, having in the meantime sent for his wife, whom he had married in England. His start in Needham as a manufacturer of knit goods was made with the setting up of a frame in his own kitchen, where he began the production of cardigan jackets, for which he found ready sale. At the earnest solicitation of John and Mark Lee, knit goods manufacturers, he entered into partnership with them under the firm style of Lee, Carter & Company. Their output included a fine line of goods, principally fancy stockings. That Mr. Carter had become an expert in this field is shown in the fact that while still in England he had been employed to knit silk stockings for the Prince of Wales, afterward King Edward VII. In later years it was a matter of pride to him that he was commissioned to make union suits for President Taft of his adopted country.

The business was profitably conducted for some time but met disaster in the widespread financial panic of 1878, when the plant and all other assets were sold for the benefit of the creditors. Mr. Carter again found himself practically empty-handed. Once more his determination and unfaltering courage stood him in good stead and after a brief period he succeeded in again starting the business. In due time he was joined by his sons, William H. and Horace A., in a partnership that was maintained until 1902, when The William Carter Company was incorporated with the father as president and a director. After he reentered business subsequent to 1878, Mr. Carter made continuous progress, and the growth of his trade necessitated the acquisition of increased space and facilities from time to time. There was also a continuous expansion in the line of goods turned out until in time it included all kinds of knit underwear. Trade relations were also established in foreign lands, and today the products of the factory are found all over the world.

The popularity of Carter's Underwear is attributable to the fact that the fabric from which it is made is of the best quality, being exceedingly fine and elastic, and that it is finished in such a way as to make it the envy of all manufacturers. It has been said that imitation is the highest flattery that can be paid, and others are continually striving to imitate the Carter goods. Improvements have also constantly been made in the processes of manufacture through the adoption of new and improved machinery, and there is no modern facility of real value known to the knitting trade that cannot be found in the Carter plant. Year by year the business grew until something of its scope is indicated in the fact that today the Carter Company has more than two thousand employes.

While at all times prompted by a laudable ambition to win prosperity, Mr. Carter never did this at the sacrifice of the interests and welfare of his employes. In fact there are few men who have given such attention to the comfort of employes as did William Carter. He felt that to improve the environment of the mills was a means of raising the standard of man-

hood and womanhood among those who served him. He, therefore, developed a beautiful setting for the mills with broad stretches of green grass and tree-bordered walks. Believing that the workmen should have an opportunity for recreation and enjoyment, he granted his mill and office hands a half holiday on Saturdays and for this received a vote of thanks from the Knights of Labor. He was one of the first, if not the first, manufacturer in the United States to make that concession without request, although the custom is now followed almost universally. He sought, moreover, to secure for his employes some of the comforts of life by making their surroundings wholesome and attractive. To this end he erected many pleasant dwellings, tearing down old structures and building new ones with modern equipment, comforts and conveniences. As his employes were a part of the public life of the community, he gave certain land for public buildings, including that on which the public library was erected, together with land in the vicinity for athletic sports. Moreover, he made donations of land for park purposes and provided shade trees, flower beds, lakes and other attractions. With Mr. Carter the artistic and the practical went hand in hand. Needham shows nothing of the modern factory town which is so often a blot on the landscape; instead it has an air of hominess and beauty. Mr. Carter ever encouraged his people to develop the best in them. He had the cooperation, therefore, of those in his employ who knew that broad humanitarian principles underlay all of his commercial activities. Moreover, he saw to it that his workmen were supplied with the latest improved facilities in the way of new machinery and that in the plant they at all times worked under healthful conditions.

The work of making underwear was perfectly systematized, from the first handling of the raw yarn to the finished product, and all of the employes came to recognize the value of this procedure. Each department of the business was thoroughly organized and well ordered. The hum of industry in the mills has been continuous since William Carter first emerged from his kitchen factory to establish a modern plant. Constantly his interests and associations broadened. On the 5th of October, 1909, he was elected a director and the president of the Springfield Knitting Company, a corporation of considerable magnitude in Springfield, Massachusetts, employing several hundred employes in the manufacture of underwear similar to that produced in Needham. This concern has since been merged with The William Carter Company.

As previously stated, Mr. Carter was married in Nottingham, England, to Hannah Truman of Carlton. She died at Needham in 1862. Mr. Carter afterward married Martha Lee, a sister of John and Mark Lee, his business associates. Her parents were natives of England, where her father was connected with manufacturing interests. She died May 22, 1873. Mr. Carter subsequently married Jane G. Avery, a daughter of Jonathan and Emma L. (Arnold) Avery, of Needham. His five sons, Frank C., William H., John J., Horace A. and Roscoe A. Carter, became

associated with their father in business. The family also numbered two daughters, Mary Elizabeth and Lucy Avery.

Throughout his entire life Mr. Carter displayed marked public spirit and contributed in notable measure to the welfare and upbuilding of Needham. He served for four years as a selectman, as a member of the school board for twelve years, and as one of the water commissioners for an extended period, much of that time as president of the board. In 1895 he was elected to the Massachusetts general court and served with ability on the committee on drainage. Throughout his life he was a consistent follower of religious teachings and long held membership in the Methodist Episcopal church at Needham Heights, of which he was a trustee for many years. He also gave generously to the support of other churches and cooperated in any project for the uplift of the individual and the benefit of mankind at large. He was a Royal Arch Mason, was one of the charter members of the Home Market Club of Boston, and for a long period was a member of the Ancient and Honorable Artillery Company of Boston. He never for a moment regretted his determination to seek the opportunities offered in the New World, and he used these opportunities just as surely for the development of the public welfare as he did for the advancement of his individual fortunes. With genuine love for the community in which he lived and with a firm belief that every individual should take a deep and active interest in the betterment of his home town, it was his delight to do whatever he could to improve the condition of those about him. He was particularly willing to help those who would help themselves and thus he became a true friend to needy people and interested in their ambitions and their welfare. In the early days of his connection with the Methodist Episcopal church of Newton Upper Falls he subscribed five dollars a year to the work. Many years afterward he related that he looked in wonder upon a man who gave the church one hundred dollars a year and that he was filled with the ambition to do as much himself some time. As he prospered the church benefitted by his success, not merely his own church but those of other denominations as well.

On the occasion of his eighty-eighth birthday the employes of The William Carter Company held an entertainment and dance in the town hall of Needham, and the occasion was one never to be forgotten by those in attendance. It was during the World war period and Mr. Carter was intensely interested in the welfare of those who had left his employ to enter military service. On that occasion, therefore, one feature of the entertainment was the reading of the roll of honor, on which appeared the names of his employes who were giving their aid in support of the principles which caused the United States to enter the war.

A few months later, on the 16th of July, 1918, William Carter passed to that country from whose bourne no traveler ever returns. His community mourned the loss of "the grand old man of Needham." At the time of the funeral services every flag in the town was lowered to half mast and all business places were closed. One who knew him well wrote of him: "He had rare common sense. In all of his trials and reverses he



William H. Carter

did not lose the true perspective of things. The large honesty and good faith in all his dealings were unquestioned. He carried a love of justice and fair play in all of his actions, and all of those who came under this admirable influence must have profited by it, must have been elevated, must have been spurred on to greater effort in the firm belief that eternal vigilance is its own reward. This common sense, so uncommon, was backed by a heart in which was a superb admixture of prudence and generosity. He was no sentimentalist and oftentimes was rather hard on the petty faults of human weakness and common conceit, entirely excusable in one who made his way through long years of untiring perseverance. He reached that age of mellowness and gentleness, which he so richly deserved."

It may justly be stated that the history of Needham was written under his eye and largely by his hand. Into the making of the town he put his life. He was a blazer of trails and a master builder. He had, moreover, a genius for friendship, for helping others, and for inspiring loyalty. He met all men on the common ground of equality and right, knew no distinctions except those of character, and asked no questions when the need was great. No finer tribute could be paid to his memory than that which his employes placed upon his grave: "A just employer, a wise counsellor, and a faithful friend."

WILLIAM HENRY CARTER

William Henry Carter, the second son of William Carter, founder and promoter of The William Carter Company, is now president of the organization which he entered in young manhood and to the expansion of success of which he has contributed as the years have gone by. He has also left his impress upon the records of the country through service in the legislative halls of the state and nation, while his interest in community welfare has found tangible expression on many occasions.

Born at Needham Heights, Massachusetts, June 15, 1864, he is a son of William and Martha (Lee) Carter, mentioned at length on another page of this volume. He attended the public schools of Needham and Comer's Business College of Boston. In his boyhood he became an employe in his father's mill, while subsequently he accepted a position as superintendent of a knitting plant in the south. Later, however, he returned home to become superintendent of the Carter plant, and afterward his duties were broadened to include those of vice president. At the same time he served as vice president of the Springfield Knitting Company of Springfield, Massachusetts, having been elected to that office October 5, 1909. He and his brother, Horace A., were admitted to a partnership in the father's business, which in 1902 was incorporated under the name of The William Carter Company, capitalized at three and a half million dollars. Later on a third brother, Roscoe A., became an officer and a direc-

tor of the company. As assistant treasurer, Roscoe did much to further the progress of the business. Unfortunately, however, he died in December, 1927.

The William Carter Company is one of the largest independent concerns of its kind in America, and the company today does an annual business of more than six million dollars, while about two thousand people are employed in the five modern plants owned by the organization. The care and advancement of its workers' interests have always been one of the prime considerations of The William Carter Company. Upon the death of the founder of the business in 1918, William H. Carter succeeded to the presidency and continues in this office to the present time. As a practical mill man he ranks high. Starting at the bottom in his father's business he became thoroughly conversant with all its processes and problems from the raw material to the finishing and marketing of the product. Many of the features that distinguish Carter garments, owe their origin and development to his fertile brain and technical skill. The happy relations that exist between the company and its employes have always been his pride, and he attributes no small part of the company's success to the loyal co-operation of its workers.

Mr. Carter has figured prominently in the public affairs of his town, state and nation. A lifelong republican, he represented his district in the state legislature in 1900 and was a member of the republican state committee in 1907-8. In 1914 he was the party's candidate in the thirteenth congressional district. He was elected by a good sized majority after an aggressive fight that attracted state-wide attention. Protection to American industry and its workers was the keynote of the campaign which he carried to the mill gates as well as to the platform. Men in overalls were among his most enthusiastic workers. He was reelected two years later by an overwhelming vote. His service in the sixty-fourth and sixty-fifth congress covered the World war period from 1915 to 1919, when sessions were long and members' labors arduous, owing to the intricacies as well as to the importance of the problems involved. His devotion to American ideals and unremitting attention to duty earned for him the respect of his political opponents and the esteem of his associates in Washington, as well as in his own district. His voluntary retirement at the end of the second term was regretted by the republican party and by the district, who had found in him a real public servant. During the war he utilized one of the few recesses of congress to visit France and the boys in the trenches, many of whom he knew personally and whose letters home told of this interest in their welfare.

He is a member of the Norfolk County Republican Club and in it served as its president, while along fraternal lines he is associated with the Masons, Elks, and Knights of Pythias. He is a keen sportsman, and in his younger days was no novice at cricket and baseball, while golf, fishing and hunting still find in him a devotee. Mr. Carter is a member and past president of the Needham Board of Trade. Both he and Mrs. Carter have taken a practical interest in the maintenance and develop-

ment of the Glover Hospital in Needham, of which she was a trustee for a long period.

As park commissioner of the town for a number of years Mr. Carter did much to beautify the parks and open spaces, and on retiring from that office established a thirty-acre park adjoining his own home, which the public is permitted to enjoy. In 1926 he began the development of Carleeta park, a tract of nearly one hundred acres of land, which is all within easy distance of the main arteries of the town. The higher parts of this park command views that are a panorama of scenic beauty, and on its highest point he has erected an observation tower for all to enjoy. From it can be seen the winding Charles as it wends its way through the fertile valleys and beyond it the custom house tower. Boston College looms up majestically in the foreground and on a clear day the summit of Mount Monadnock is plainly visible. Mount Wachusett and the Blue hills project themselves into the picture, and with the intervening territory forms a kaleidoscopic view that entrances and enthralls.

Mr. Carter is a trustee of the First Methodist Episcopal Church of Needham, succeeding his father in that capacity, and he has done much to extend its usefulness. The other churches of the town have also benefited by his generosity, which has known neither sect nor creed. He is also a member of the Boston City Club, Boston Athletic Association, Commonwealth Country Club, Charles River Country Club, Longwood Cricket Club, Needham Golf Club, and the Nayasset Club of Springfield. Active and energetic, he manifests resourcefulness and keen sagacity in the administration of public affairs, as he does in the conduct of his private business interests. He is ready for any emergency or any opportunity.

HORACE A. CARTER

No history of Massachusetts and her industrial development would be complete without extended reference to the Carter family, for the town of Needham is largely the outgrowth of the enterprise and business activity of the father and sons, who have for many years here conducted knitting plants largely devoted to the manufacture of underwear.

Horace A. Carter, the treasurer of The William Carter Company, was born in Needham, January 6, 1869, and while spending his youthful days in the home of his parents, William and Martha (Lee) Carter, pursued a public school education, supplemented by a course in Comer's Commercial College. Following his own inclination, he started in his father's mill at the very foot of the ladder. He worked with such thoroughness and attention to detail that he secured an accurate knowledge, not only of the various operations and machines, but also of what is often of infinitely greater importance, the human equation. He learned to know men, and when in the course of time he became successively foreman and superintendent, he was able to secure willing cooperation and adequate service

from workers who appreciated courtesy, consideration and a square deal. They followed him, who was always ready to put his own shoulder to the wheel, as a leader and esteemed him as a friend. The same spirit of loyalty and trust that he has always aroused among his associates and workers in the company's plants, follows in civic and business connections. Not the least of the assets of the Carter Company is the confidence of the employes in the management. Truly they "govern with the consent of the governed" and all profit by it.

After a number of years training, he and his brother, William H., joined their father in a partnership relation that continued until 1902, when The William Carter Company was incorporated. At that time he became its treasurer and clerk. In the meantime, the steady development of the business had made it the foremost of its kind on the western hemisphere, and today about two thousand employes are busily engaged in turning out manufactured garments, the sale of which reaches annually the sum of over six million dollars.

Horace A. Carter is not only treasurer and vice president of this company but was also treasurer of the Springfield Knitting Company from 1909 to 1913 and during the same period was treasurer of two other kindred interests. In 1923 he became president of the Carter Collier Company, which was later merged with The William Carter Company. For fifteen years he has been a director of the Q. P. Signal Company of Needham Heights, and was formerly a director of the Webster & Atlas National Bank of Boston. In 1916 he served as chairman of the retail division of the Associated Knit Underwear Manufacturers of America. In August, 1928, Mr. Carter was elected president of the Needham National Bank. This institution in 1929 erected a new bank building.

On the 23d of December, 1891, Horace A. Carter was married to Bertha Louise Manson, and they became the parents of four children: Raymond Manson, Manson Hildreth, Horace Ronald and Lyndall Frederic. Raymond Manson died in infancy. The son, Manson Hildreth, who was born in Needham, March 31, 1897, passed away at Canton, September 9, 1923. He was educated in the Needham public schools and the Powder Point School in Duxbury, and then entered Boston University but during the midst of his studies there enlisted as a private for service in the World war. On the 9th of July, 1918, he was commissioned a second lieutenant in the quartermaster's corps and embarked for overseas service on September 29 of that year. Following his return to this country, June 28, 1919, he received his honorable discharge July 7, 1919.

On August 29, 1918, he married Esther Mercy Babcock and they became the parents of a son, Horace Albert Carter, 2d. He became attached to the executive staff of The William Carter Company and remained active therein until failing health, occasioned by a severe attack of influenza, contracted during his military service overseas, forced him to put aside business cares. He was a member of the American Legion, also of Norfolk Lodge, F. & A. M., and of the First Methodist Episcopal Church of



Harold A. Carter

Needham. His life was governed by those high and honorable principles which have ever characterized the family.

During the World war period, his father, Horace A. Carter, had acted as chairman of two Liberty Loan drives for Needham, and he was a member of the Commission of Underwear Manufacturers for the United States government in 1917. He is a member of the Ancient and Honorable Artillery Company of Boston. Throughout his entire life he has taken the keenest interest in those plans and projects which have been factors in public progress. For twelve years, beginning in 1904, he served on the Needham school board, and for three years of that period was its chairman. He was a member of the Governor's Council during the administration of Calvin Coolidge and of Channing Cox, from 1918 until 1921. The Massachusetts Chamber of Commerce elected him president in 1920, and his term of service continued until 1923. He is a trustee and a member of the executive committee of Boston University, was chairman of the Boston University funds campaign in 1923. He is chairman of the standing committee of the Boston University School of Religious Education.

Mr. Carter is vice president of the Home Market Club. He is also a trustee and a member of the executive committee of the Deaconess Hospital, was chairman of the hospital funds campaign in 1921 and is a member of the executive committee of the Associated Industries of Massachusetts. He has long been prominent in Masonic circles and in 1918 served as junior grand warden of the Grand Lodge of Masons of Massachusetts.

Mr. Carter is a member of a number of the leading clubs of New England, including the University Club of Boston, Boston City Club, the Nayasset Club of Springfield and the Needham Golf Club. He is also a charter member of the Needham Rotary Club.

Mr. Horace A. Carter's two sons, Horace Ronald and Lyndall Frederic, were educated in the Needham public schools, after which the former was graduated from Wilbraham Academy and attended Wesleyan University until his enlistment in the navy. The latter is a graduate of Phillips Exeter Academy, Williams College, and the Harvard Graduate School of Business Administration. They are both associated with the business, the former as secretary of the company and manager of one of the mills, and the latter as assistant treasurer. Horace R. enlisted in the navy during the World war. It should be noted here that during the war the plants of the company were freely placed at the disposal of the government and their own business subordinated to that of making underwear for the army and navy. Both sons are married, Horace R. to Anne M. Noble, and Lyndall F. to Margaret Walker. Mr. Carter takes great delight in his three grandsons.

Mr. Carter is a member and trustee of the First Methodist Episcopal church of Needham. Politically, he has always adhered to the republican party. He holds stanchly to those qualities which make for honorable manhood and citizenship, and in his business career he has displayed the

same traits which made his father a recognized leader in American manufacturing circles.

The name of Carter is synonymous with the history of manufacturing industries in this state, and a summary of what the family has accomplished is found in the five plants under the control of The William Carter Company. The senior William Carter laid the foundation of a business of quality, built on the principles of rugged honesty. His sons, William H. and Horace A., associated with him, reared the superstructure that is internationally known. From early boyhood to the present time, Horace A. Carter has been a most active factor in the successful conduct of the business. He received his training under his father, and since the latter's death has taken a prominent part in promoting the continued growth and expansion of the business.

WILLIAM WHITING

Among the many families that can boast of a long and noteworthy connection with the history of New England, none is more conspicuous than the Whiting family, members of which have been associated with both public and private affairs of importance for more than three centuries. The line of ancestry is traced back to James Whiting, who was one of the early settlers of Hingham, Massachusetts. He came thither from an English town of the same name, and was doubtless a son of Thomas Whiting (Wyton, or Whiton) a yeoman of Hooke Norton, Oxfordshire. One of his children was Joseph, born at Hingham in 1686. Joseph Whiting married Martha Tower, in 1713, and their eldest son, Elijah Whiting, was born at Hingham the following year. This son became the father of Whitfield Whiting, born about 1750, and the latter was the father of Daniel Whiting, who was born at Abington, Connecticut, in 1778. Daniel Whiting married Elizabeth Potter, and among their children was William B. Whiting, born at Willington, Connecticut, in 1817. William B. Whiting's eldest son was Hon. William Whiting, of this sketch.

William Whiting was born May 24, 1841. In 1862 he started in the paper business and the Whiting Paper Company was afterwards incorporated in 1865. Mr. Whiting was president and general manager of the company from its organization and so long as he took active part in business. He also occupied many positions in financial and industrial affairs. In public affairs he was a member of the Massachusetts senate, city treasurer and mayor of Holyoke, delegate to the republican national convention in 1876 and for three terms represented his district in congress. At the close of the fiftieth congress he declined further public office.

Mr. Whiting married Anna Fairfield of Holyoke on June 19, 1862, and their children were William Fairfield and Samuel Raynor.

William Fairfield Whiting, their eldest son, was born in Holyoke, July 20, 1864, is a graduate of Amherst College, 1886, and was president and

general manager of the Whiting Paper Company for many years. He was a delegate to the republican national convention in 1920, 1924 and 1928. He was secretary of commerce of the United States in President Coolidge's cabinet to succeed Hon. Herbert Hoover. He married Anne Chapin. Their children are William, Edward Chapin, Fairfield and Ruth.

Samuel Raynor Whiting was born in Holyoke, January 20, 1867, and is president and treasurer of the Collins Manufacturing Company, North Wilbraham. He married Gertrude L. Greeley and their children are Anna Fairfield, Margaret, Samuel Raynor, Jr., and James Greeley.

WESTON BRADFORD HASKELL

The dairy products business finds a worthy representative in Weston Bradford Haskell, who is now general manager and treasurer of the Turner Centre System, with offices at 56 Roland street, Charlestown Station, Boston, largely engaged in the manufacture of ice cream and butter. Mr. Haskell has always resided in New England, his birth having occurred in Albany, Maine, February 27, 1893, his parents being Robert and Elsie Ardellia (Day) Haskell. He pursued his education in the Webster grammar school, the Edward Little high school, Hebron Academy, the Harvard school and in the University of Maine, from which he was graduated in 1917 with the degree of Bachelor of Science. The completion of his education long followed his entrance into business life, for he has been associated with the Turner Centre System since reaching the age of fourteen years. Working for a time, he afterward resumed his studies in order to further qualify for life's practical and responsible duties. His faithfulness and his capability are attested in the various promotions which have come to him and which have brought him eventually to the responsible positions of general manager and treasurer of this company, which is conducting an extensive business in dairy products, although principally handling ice cream and butter. The standard of excellence ever maintained in the output of the factories and the reliable business methods of the company have been the chief features in its continued prosperity. Mr. Haskell is not only general manager and treasurer but is also one of the directors of the corporation.

There is also an interesting military chapter in the life record of Mr. Haskell, who in June, 1917, joined the United States Army by enlisting as a private in the Maine National Guard. He was stationed at Plattsburg, New York, in the officers training camp, and after three months there was commissioned a second lieutenant. He remained at Plattsburg for three months longer and in November, 1917, was transferred to Camp Stanley, Leon Springs, Texas. After spending five months there as an instructor in the officers training camp he was transferred to the Fifth Division, Eleventh Infantry, and was sent overseas. Five days after his arrival in France his division was sent to the front at the Vosges, later at

St. Mihiel and a few days later was brought into active service. Mr. Haskell fought in the battle of the Marne and in the Argonne woods, fortunately escaping wounds. After the armistice was signed he was transferred to the army of occupation in Germany and remained there for eight months.

On the 17th of November, 1917, at Plattsburg, New York, Mr. Haskell was married to Pauline Derby, a native of Bangor, Maine, born November 19, 1894. Their children are: Weston Bradford, Jr., eight years of age; Helena Zoe, aged seven; and Richard Derby, who is in his third year.

Mr. and Mrs. Haskell belong to the Newton Congregational church at Newton, Massachusetts. He is a thirty-second degree Mason and Mystic Shriner and he belongs to the Beta Theta Pi, a national college fraternity. He also has membership in the Boston Chamber of Commerce, the Boston City Club, the Kiwanis Club and the University Club, while the line of his chosen life work has brought him into membership connection with the National Milk Dealers and Ice Cream Association.

JAMES SMILEY MURPHY

James Smiley Murphy, who ranks with Boston's capitalists, was born in this city January 17, 1849, a son of John and Jane (Smiley) Murphy. John Murphy was born at Enniskillen, County Fermanagh, Ireland, October 31, 1826, and came to the new world in May, 1842, becoming a mason of Boston. His wife was born in Castle Finn, Donegal, Ireland, May 14, 1830, and was a daughter of Robert Smiley, who followed farming near Strabane, Donegal, Ireland. She came to Boston in June, 1844. The ancestors of the Smiley family went from Scotland to Ireland in 1614, at the time of the possession of Ulster by the Scotch and English Protestants. The family is of Norman extraction, the name having been derived from the French name Smellet.

James Smiley Murphy, Sr., was educated at the Harvard grammar school and the high school of Charlestown, Massachusetts, and started out in business in 1866, at the age of seventeen years, as an employe of Silsbee & Fowler, dealers in dyestuffs, chemicals and East India goods. After three years he became a partner and the firm name was changed to Silsbee & Murphy. In 1891 he became treasurer and manager of the Stickney & Poor Spice Company and in 1909 was elected president and treasurer. Mr. Murphy is also president of the Hill Manufacturing Company, manufacturers of cotton cloth, with mills located at Lewiston, Maine, and of the Lancaster Mills, gingham, Clinton, Massachusetts. These are important industries of New England. Mr. Murphy is also a director of the Atlantic National Bank, a director of the Liberty Mutual Insurance Company and a director of the Mutual Boiler Insurance Company, all of these being important enterprises. In 1888 he was a director of the Washington Mills of Lawrence, Massachusetts, and was chairman of the

committee to close up the affairs of the company when the business was sold to the American Woolen Company. In 1902 and 1904 he was a director of the Atlantic Cotton Mills of Lawrence, Massachusetts, and in 1901 and 1902 a director of the Boston & Bangor Steamship Company. For ten years, beginning in 1902, he represented the directorate of the Denison Brothers Coal Company of New Bedford, Massachusetts. The extent and importance of his business connections make him an outstanding figure in the industrial, commercial and financial circles of the state. He has also fully recognized and met his duties of citizenship and during the World war made a brilliant record in connection with the Liberty Loan Committee for Boston. He served on the Boston school committee nine years, 1884-1893. He was chairman of the Manual Training Committee, which introduced manual training and cooking departments into the public schools of Boston, and also established the High School of Mechanic Arts. He was chairman of the Normal school and the Evening schools. His name is on the membership rolls of the leading clubs, including the Algonquin, Exchange, Boston Athletic, Brae Burn Country and Tedesco Country Clubs and he belongs to the Young Men's Catholic Association. He was prominent in baseball, 1869-1875.

In November, 1878, at Lewiston, Maine, James S. Murphy, Sr., married Elizabeth A. O'Donnell, daughter of P. O'Donnell. She passed away in November, 1894, and in Boston, October 25, 1898, Mr. Murphy wedded Rosanna Rock, daughter of P. A. Rock of this city. Their children are: Roxanna Smiley who was graduated from Ratcliffe College with the A. B. degree in 1920 and the A. M. degree in 1922 and is now the wife of John G. Beebe-Center; James S., Jr., and Robert S., the sons being Harvard men.

James Smiley Murphy, Jr., assistant treasurer of the Stickney & Poor Spice Company of Boston, was born in Brookline, Massachusetts, September 26, 1904. He attended the Noble and Greenough School of Boston and Harvard University, winning his Bachelor of Arts degree in 1925. In the same year, being then twenty years of age, he became a lumper in the employ of the Stickney & Poor Spice Company. Since that time he has bent his energies to a thorough mastery of the business in all of its departments and after eighteen months he was promoted to traveling salesman, while ten months later he was transferred to the accounting department. On the 1st of March, 1928, he was advanced to the position of assistant treasurer of the company and is thus active in the management and conduct of one of the important business concerns of Boston. It was founded by William Stickney in 1815. The progress that he has already made argues well for the future and he bids fair to become the worthy successor of his honored father.

On the 12th of March, 1928, in Providence, Rhode Island, Mr. Murphy, Jr., married Jean Courtwright Grabow, who was born in Roxbury, Massachusetts, April 22, 1904. They have one child, Jean Clair, born February 2, 1929. His military record covers service as a second lieutenant in the Three Hundred and Eighty-eighth Artillery of the Reserve Corps, U. S. A.,

and he is a member of the Harvard Club of Boston, the Tedesco Country Club and the Harvard Varsity Club. He represents a family long prominent in connection with the development of Boston.

LEWIS PARKHURST

Throughout his entire life Lewis Parkhurst has been identified with educational interests, originally as a teacher and later in connection with the firm of Ginn & Company, educational book publishers of Boston. Of this firm he is treasurer, having occupied the office for more than a quarter of a century. The house which he represents is the oldest in its line in the country and has ever maintained a position of leadership in its particular field.

Mr. Parkhurst is also a representative of one of the oldest families in America. He was born at Dunstable, Massachusetts, July 26, 1856, and is a son of Thomas and Sarah (Wright) Parkhurst. He represents the seventh generation of the descendants of Ebenezer Parkhurst, of English birth, who founded the family in America about 1690, settling in Dunstable. Two of the ancestors of Lewis Parkhurst were Revolutionary war soldiers and others aided in shaping the early history of the country. In the maternal line he also comes of pioneer stock.

During his youthful days Mr. Parkhurst engaged in farm work and in other lines of activity that would yield him a sufficient sum to enable him to meet the expenses of his education. He was ambitious for college training and pursued his preparatory work in the Green Mountain Academy at South Woodstock, Vermont, working through the summer seasons while teaching school in the winter months. Eventually he entered Dartmouth and won his Bachelor of Arts degree as a member of the class of 1878. He was early recognized as a capable educator who imparted clearly and readily to others the knowledge that he had acquired, and when his college days were over he resumed teaching as principal of the High Street grammar school in Fitchburg, there remaining for two years. In 1880 he accepted the position of principal of the high school of Athol and later spent five years as principal of the high school at Winchester, Massachusetts, where he has made his home since 1881. His connection with Ginn & Company was a logical sequence of his former labors. His identification with the house dates from 1886 and his partnership connection from 1888. Throughout the intervening period he has had special charge of manufacturing and business administration and has been the guiding spirit in the development of the Athenaeum Press, one of the best equipped printing plants of the country. He was chosen treasurer of the company in 1903 and has continued to fill that office to the present time. Naturally, by reason of his life experiences and activities, he feels the keenest interest in educational affairs and has rendered valuable public service as a member of the school committee of Winchester and as chair-



Levi Parkhurst.

man of the committees which supervised the construction of the Mystic and high school buildings there. In 1908 he was elected an alumni trustee of Dartmouth College with the honorary degree of A. M., in 1913 was chosen for a second term and in 1915 was made a life trustee of his alma mater. He is acting as chairman of the committee on business administration of Dartmouth and has guided the business affairs of the college in a way to make the institution one of the best organized in the country. In 1912 he and his wife gave the administration building known as Parkhurst Hall to Dartmouth, as a memorial to their son Wilder, who entered the school as a member of the class of 1907, but died at the beginning of his sophomore year. The honorary degree of Doctor of Laws was conferred upon Mr. Parkhurst at the fiftieth reunion of his class in June, 1928, on which occasion it was said that the senior member of the board of trustees had "business interests more or less bounded by the North American continent, whose residence is in Winchester, Massachusetts, but whose heart has been in this college for generations of faculties and trustees For two decades vital contributor to the strength of Dartmouth's governing board and wise collaborator with three administrations; deviser of the college budget system and conservator of its financial affairs; generous donor, commemorating here the life and character of a beloved son; first among the trustees insistent in emphasizing the need of a new library and from the beginning active cooperator in all plans to this great end. . . ."

On the 18th of November, 1880, at Weston, Vermont, Mr. Parkhurst was married to Miss Emma J. Wilder and they have one living son, Richard, who was graduated from Dartmouth with the class of 1916, and was assistant to the manager of the Athenaeum Press, until appointed secretary of the Special Port Commisison of Boston by Governor Allen, a commission created to study and plan for improvement of the Boston port, in which position he will serve for five years without salary. He was selected from many due to his ability.

Mr. Parkhurst has always given his political allegiance to the republican party and was president of the Republican Club of Massachusetts in 1915-16. He served as a delegate to the national convention of his party in Chicago in 1920, was a representative from the twenty-seventh Middlesex district to the general court in 1908, serving on the joint senate and house committee on railroads, and in 1921 became a member of the Massachusetts state senate, in which he was made chairman of the committee on power and light. A notable feature of his senatorial service was his insistent demand that Massachusetts erect a new state prison in the country and raze the so-called Charlestown "Bastille," erected in 1805. His labors at that time and in subsequent years have led to the building of such a prison thirty miles from Boston, where several hundred acres of land were available for the purpose. During the World war Mr. Parkhurst acted as chairman of the Winchester committee of public safety. He is well known in club circles, having membership in the University, Union and Art Clubs of Boston, the Winchester Country Club, and the

Megantic Fish and Game Club. He has served as a trustee of the Winchester Public Library, as a member of the water board and as chairman of the committee on annual appropriations and the committee on improvement of waterways. He greatly enjoys travel and his work, "A Vacation on the Nile," published in 1913, has been widely read. Throughout his entire life, whether in political, business or social circles, he has worked for progress and his constructive efforts have been far-reaching and beneficial.

SPAULDING-MOSS COMPANY

In 1886 Charles Spaulding established a business which has since developed into the substantial enterprise of the Spaulding-Moss Company of Boston. He laid the foundation for his success in five years' experience as a draftsman in the employ of F. G. Parker, a mechanical engineer and draftsman of Boston, and during the same period he attended an evening drawing school taught by Professor Fuchs, a well known naval architect and engineer in the employ of Harrison Loring, a Boston shipbuilder and principal of the Massachusetts State Normal Art School. The new enterprise began operation under the style of Spaulding & Grover at 113 Devonshire street. The usual difficulties and disappointments of a new business venture were not lacking and after a year in which there was hardly enough work to keep one man busy the partnership was dissolved. Mr. Spaulding continued the business, removing to a smaller office at 27 Pemberton square. It was during this period that blue-print copies of drawings came into general use and a small printing frame was installed and one assistant was hired, Mr. Spaulding soliciting business for blue-print work in connection with drawing. The assistant, Charles E. Moss, became fairly proficient in drawing, allowing his employer more time for the development of the blue-print part of the business. At that time the only coated paper on the market was imported by Frost & Adams from France and was purchased in small quantities as needed at forty cents per yard. Later Mr. Spaulding purchased uncoated paper which he coated by hand, brushing on the chemical lengthways to cover the surface and following this by another brush across the paper to smooth it off. This was always done at night and the long sheets hung on lines to dry to be ready for use the following day.

As the business increased a coating paper machine became necessary and one was designed and built by Mr. Spaulding. Its principle was similar to the method of coating by hand, the paper passing over a long cylindrical brush revolving in a tank of chemical. This covered the surface, and another soft brush about eight inches wide was arranged to travel on guides, back and forth across the paper to smooth it off as the paper passed along. The machine worked fairly satisfactorily and thousands of yards were coated that way.

The next step in the development of the business was the building of an addition to Mr. Spaulding's home, consisting of a two-story ell, in which a new machine was built and a two-horse-power gas engine installed. With increased business it became necessary to secure larger printing frames to get the work out as quickly as called for, and an office was secured in the Exchange building at 53 State street. Here were installed two printing frames, one $4\frac{1}{2}$ x 9 feet and the other $3\frac{1}{2}$ x 7 feet, the largest in the city. Mounted on carriages which ran on rails, the frames were easily handled considering their size and weight. The difficulties of making blue-prints in cold weather were such as to delay getting out work promptly in the morning hours. The plate glass frames, after being exposed to the cold temperature out-of-doors and then rolled into the warm office air, would immediately become covered with steam or even frost and it was necessary to dry this off before the next exposure could be made. The business increased considerably during the time the company occupied the Exchange building, securing the patronage of various well known architects and engineers. There was only one other blue-printer in Boston at that time and the Spaulding concern had the largest printing frames, so that a considerable proportion of the printing business was secured by them. In 1896 it was decided to incorporate the business in order to enlarge it and this was done with a paid-in capital of eight thousand dollars, under the style of the Spaulding Print Paper Company. The coating machine was removed to a large loft in a building on Milk street and several large printing frames were built upon the roof, while all coating and printing was done there. The office was continued in the Exchange building, however, until 1900, when the company decided to have all the business under one roof.

The top floor of the Gilman building at 44 Federal street was then leased and large printing frames were constructed on the roof, all printing being done by sunlight, or by most any kind of light if it rained or snowed, for the prints had to be gotten out regardless of the weather. The difficulty of printing in stormy weather naturally led to the question of the possibility of printing by electric light. The idea of a vertical glass cylinder having an electric light to travel up and down inside with the tracing and blue-print paper wrapped around the outside met the difficulty of securing a cylinder of suitable size for large work. This type of machine, however, was later developed in England and then in America. No machine had ever been designed, however, to print long tracings on one continuous sheet, and the company frequently had tracings so long that two or more exposures were required and the sections pasted together. The resulting print was usually unsatisfactory on account of differences in color in the various sections and the pasted joints.

There appeared but one way to overcome the disadvantages of daylight printing and the limited size of glass printing frames: that was to design a machine in which the tracings and blue-print paper could be fed simultaneously and continuously in front of high power electric lights. Apparently no one had ever thought of such an idea. After several months

of experimentation the company placed upon the market the first continuous electric blue-printing machine. It created considerable interest and several publications printed illustrations and descriptive matter regarding it. Between thirty and forty machines were built and most of them sold. Other machines, however, began to appear on the market and as the facilities and capital of the company were not sufficient to keep up with improvements being made on the original idea and receiving an offer from a well known concern in New York, they sold their patents.

Outgrowing their floor space at 44 Federal street, they removed their coating department to 20 Federal street. A fire at the latter place destroyed considerable stock and interrupted their coating of paper for a month or two. When the building at 20 Federal street was torn down they secured a large loft in the building next to 44 Federal street and by cutting doorways through the party wall added more than one hundred per cent floor space to their plant.

Negotiations were carried through for combining the blue-print business conducted under the name of Charles E. Moss Company with the Spaulding Print Paper Company, the original head of the former being Charles E. Moss, Mr. Spaulding's first employe in 1888. The name Spaulding-Moss Company was then adopted. The large floor space at 44 Federal street was ample to take in the entire plant of the Moss Company without crowding. A year or so later the company disposed of its leases at 44 Federal street, where the business had been carried on for nearly twenty years, and moved to the second and fifth floors of 30 Federal street, but in less than a year that building was sold. Since 1920 the business has been carried on with main offices at 42 Franklin street, together with a retail store for handling drawing, painting, and draftsmen's supplies. All through the years the business has been carried on in keeping with the progress that has been continuously made along their line. Recently the Spaulding-Moss Company has purchased and installed an all steel precision camera, weighing three tons, thirty feet long, and capable of taking pictures up to 40 x 60 inches at one shot. This camera has furnished the solution of some hitherto impossible copying problems.

Established as coaters of blue-print paper, the company has branched out into two other major activities, one of which is planography, a type of lithography from Germany, and the Spaulding-Moss Company has the first plant for that work in New England. It is the coming type of reproduction work, especially in the advertising field, being suitable for short runs on short work. Their slogan, "Anything that can be photographed can be reproduced," is justified by their equipment for planographic work. Previously photostat prints had been limited in size to 18 x 24 inches, but with the new camera of the company they can produce photo-copies to almost any size and all in one piece. Moreover, blue-prints from blue-prints are now possible. Not only one blue-print copy can be made but as many as required. The camera can also be used for enlargements and for retracing. If a patron desires several copies of a map, plan or drawing and desires them on an enlarged or reduced scale from the original,

the Spaulding-Moss Company can meet the requirement with the new camera. It can also produce bromide enlargements, and having the only camera of the kind in New England for planographic work, the company commands a daily increasing business for this kind of reproduction, taking in most of the local trade. The company occupies a position as specialists in reproduction work, being equipped with man-power and the necessary machinery and, moreover, long experience and scientific knowledge enables them to give expert advice as to what can be done in getting the best results in reproduction, not being limited to any one type of work. They cover the small copy field in lithographic work and today they have the largest business in New England in photostat prints and the making of blue-prints.

Their business is primarily a service in reproduction work and secondly in the merchandising of paper prepared by them for reproductions. They also make plans, drawings, advertisements, enlargements, copy, etc., and in addition to the retailing of drafting-room equipment and supplies their business may be generally classified as the coating of blue-printing paper, blue-printing, photostating and planography. They maintain a branch store and working rooms at 458 Bridge street in Springfield, Massachusetts, and a branch at 401 Park Square building in Boston in addition to their main offices and store on Franklin street and their planography and blue-print paper manufacturing department at 50 Hartford street, Boston. Thus from a small beginning the business has been steadily promoted and developed according to the most modern processes and methods and is now most capably controlled under the leadership of Charles Spaulding as president, Philip B. Terry as vice president and Archibald H. Spaulding as secretary and treasurer.

BERTRAND L. MAKEPEACE

Bertrand L. Makepeace, president and treasurer of B. L. Makepeace, Inc., with offices at 387 Washington street in Boston and with factory in Cambridge, is devoting his attention to the manufacture of surveying instruments. He has been a lifelong resident of this state, his birth having occurred in Foxboro in July, 1872, his parents being Plimy Ide and Carrie J. (Cooke) Makepeace. He attended the schools of Mansfield, Massachusetts, and following the completion of a course in the Mansfield high school entered Bristol Academy at Taunton, Massachusetts. His first position was that of butcher in the meat market of his father, P. I. Makepeace, but after a year there spent he entered the employ of the Coleman & Meade Company at No. 11 Chauncy street, Boston. In September, 1895, he started in business for himself under his own name at 345 Washington street, Boston, and incorporated the business in 1919, since which time he has been president and treasurer of the company, which has its main store at 387 Washington street, with a branch store

at 394 Boylston street. The factory of the company is situated at Cambridge, Massachusetts, where they engage in the manufacture of surveying instruments, the output meeting a large demand of the trade in their line. During the World war period this company manufactured all of the illuminated peloruses for the United States destroyers.

On the 29th of March, 1893, at Winchester, Massachusetts, Mr. Makepeace married Miss Annie H. Buzzell, who died in 1927, leaving two children, Leon I. and Mrs. Beulah E. Reynolds.

Mr. Makepeace has membership in the First Baptist church of Mansfield and fraternally he is connected with St. James Lodge, F. & A. M., and with the Royal Arch chapter at Foxboro, Massachusetts. He is a past grand of the Independent Order of Odd Fellows at Mansfield, and he has membership in the Boston Athletic Association, the Engineers Club of Boston, the Boston Chamber of Commerce and the Boston Society of Civil Engineers. He has done effective work as president of the Mansfield Board of Trade and was made chairman of the finance committee of Mansfield.

ARTHUR C. HEALD

Arthur C. Heald, who passed away February 28, 1929, was a man of the broadest interests. The church, the community, the educational activities and the agricultural development of Massachusetts, as well as its manufacturing interests, profited by his activities and by his keen insight into the real value of every opportunity. He was one of the founders of The Stetson Shoe Company and aided materially in developing it into one of the largest business enterprises of this section. His entire life was passed in South Weymouth, where he was born April 7, 1861, and when he had completed the branches of learning taught in the grade schools and had graduated from the high school he started out in the business world by working for his father, Lysander Heald, who at that time was making heels for the many shoe shops around town in the little establishment which he conducted in South Weymouth. Thus throughout his entire life Arthur C. Heald was connected with the shoe trade and after working for his father a few years he entered the shoe manufacturing field as an employe in the shop of Henry Beecher Reed, acting as bookkeeper and doing such other tasks as were assigned him. Guided by a laudable ambition, when twenty-four years of age he established an independent business by forming a partnership with Ezra H. Stetson and Wilbur Dyer under the firm style of Stetson & Heald. Thus from 1885 until he retired in 1927 he was closely associated with a constantly expanding business that in due time became a prominent factor in shoe manufacturing under the name of The Stetson Shoe Company. They began the manufacture of fine custom boots for men and Mr. Heald went upon the road to sell the product of the factory, while Mr. Stetson remained at home to direct the operations of



A. C. Coates

the little plant. After a few years they reversed their positions, Mr. Stetson going upon the road, while Mr. Heald took over the entire management of the manufacturing end of the business, which was constantly growing in order to keep up with the demands of the trade which he had developed. Year after year saw an increase in their business, which in 1900 was incorporated under the name of The Stetson Shoe Company, Inc., with Mr. Stetson as president and Mr. Heald as treasurer and general manager. He worked earnestly, untiringly and effectively to build up the business, being often found at his desk early in the morning hours and again after the plant had ceased operations for the day. It is a well known fact that the success of The Stetson Shoe Company is largely attributable to his capable management and to the cooperation which he won from his employes—a cooperation which was gained because he always made the welfare of those who served him one of his most important concerns. In the early days before the business had reached its present splendid volume Mr. Heald would often walk through the factory, calling each employe by his first name and making inquiries for the welfare of his family. He never lost the human touch and his success as a shoe manufacturer was founded upon the faith and respect which he was accorded by those in his employ. At all times he sought to improve living conditions among them and to bring into their lives not only a keen interest in their work but much of the joy of living. He retired from the business in the latter part of 1927, having in the meantime transferred many of his duties to his sons, Charles T. and Stanley Heald, and to his sons-in-law.

Not only did Mr. Heald give his attention to the interests of The Stetson Shoe Company but was also active in other business fields which contributed to public progress. He was made a trustee of the South Weymouth Savings Bank in January, 1906, and remained upon the board until January, 1929. He was elected to the directorate of the Weymouth Trust Company in 1916 and continued to serve until January, 1927, when ill health caused him to decline reelection. He was at that time serving as president, which office he had filled from July, 1922. His sound judgment and intelligent management were important and vital forces in the success of the Trust Company and he was largely instrumental in erecting the beautiful building now occupied by that corporation. For two years he served as president of the Mount Hope Cemetery Association.

The home life of Mr. Heald was a particularly happy one. He was married December 31, 1883, to Charlotte B. Tower, daughter of Dr. Charles C. Tower, and they became parents of two sons and two daughters: Charles T. and Stanley, both connected with The Stetson Shoe Company; Mrs. Albert Vinal; and Mrs. E. Thayer MacBride.

Mr. Heald ever felt the deepest interest in community welfare and gave earnest and effective support to those measures which featured in public progress and improvement. During the World war period he was very active in promoting the Liberty Loan drives and was recognized as one of the most faithful friends of the boys who were serving in camp and at the front, keeping in constant touch with those who had left The Stetson

Shoe Company to enter upon various terms of service with the army, and when one of his former employes returned he was always offered his old position or a better one. He was intensely patriotic and public spirited and his entire life was actuated by his Christian faith. His pastor in the funeral service spoke of him as the foremost citizen of South Weymouth, saying it was impossible to speak of this forceful and fruitful life, one among a thousand, too generously. "He had an individuality that was developed, intensified, a life of constructive force to an exceptional degree, of high character, personality, force, hope, vision and charity, all combined, blended, and then more added. A capable, successful business man, recognizing opportunities and choosing his associates wisely, he would not concede periods of depression, which helped to make him a captain of industry of force and even greater personality. His wisdom was accepted abroad, which surely marked him a successful man of high distinction. He was not small and narrow, but broad. Mr. Heald was different. Education appealed to him, probably because of his own limited opportunities, and he was a lover of good books, interested in libraries, and a wide reader himself. He was somewhat of an agriculturist, for he was interested in stock raising and farming. His patriotism could not be questioned, for during the late war period he was a tireless worker on committees, and was always a good citizen in all community efforts. Mr. Heald was broad, tolerant, generous, a good Christian, a good church supporter, and wanted the church to be larger and more effective. He showed great kindness of heart to all, would conceive many homes that might be cheered at holidays and was an unknown giver. As an employer he had the best interests of his employes at heart and provided for their comfort in many ways, the well lighted and splendidly appointed Stetson factory being the outstanding example of this. In business he showed a tireless energy, working long and late. Rev. Poole felt that most people overlooked the point or failed to realize what a valuable asset a standing, growing and successful business enterprise is to a community. What better gift can a man leave to mankind than a place where employment and pay can be had week in, week out, year in and year out? What better incentive is there for employes to become better citizens and workers? This was Mr. Heald's big bequest to all Weymouth, a chance to work and earn. His passing seems a little untimely, his family has our sincere sympathy, yet Mr. Heald lived to see an ideal realized and accomplished."

A beautiful tribute of a close friend is found in the following lines:

The eulogy so well deserved and said,
 The floral tributes brought from everywhere,
 The call of "Taps" which echoed through the air,—
 Proclaimed the passing of distinguished dead.

And yet in friendship's album may be read,
 More than the pen could picture there,
 Between the lines in character so fair
 The record of a life is broadly spread.

If art were needed for the industrial scheme,
Or science suited to some high endeavor,
That dominance was easily supreme,—
That personality a mighty lever;
And so the great ideal of his dream
Took shape substantial that should last forever!

WILLIAM S. KYLE

William S. Kyle, sole owner of the enterprise conducted under the name of Bradford, Kyle & Company, manufacturers of insulated electrical wire, is numbered among the leading citizens of Plymouth, where he has remained active in business for about four decades and has also taken a prominent part in public affairs, representing his district in both the house and senate of the state legislature for several terms. He was born in Quebec, Canada, July 12, 1851, and acquired his education in public and private schools. Through a long period his home was in Portland, Maine, where for twenty years he was engaged in the wholesale drug and chemical business, first as a clerk and later as a partner. It was on the 1st of May, 1890, that he came to Plymouth, Massachusetts, and became a member of the firm of Bradford, Kyle & Company to engage in the business of manufacturing insulated electrical wire under a new patented process. This business had its origin in an invention of the late Cornelius F. Bradford for insulating wire for electrical purposes, running to diameters that previously had been deemed to be mechanically impossible; indeed they insulated wires as fine as 0.001 inch in diameter, running almost one hundred miles per pound. This made possible for the first time improvements of immeasurable value in instruments of precision, and also widened the scope of wireless telegraphy and radio apparatus. The product of the company is used in a wide range of appliances from the largest power machines to the most delicate apparatus in the electrical field. The materials used are mainly copper, nickel-silver and other resistance alloys in a variety of combinations. Mr. Bradford retired from the business in 1905, owing to ill health, and died a few years later, leaving William S. Kyle as sole owner thereof. The latter is also a trustee of the Plymouth Savings Bank and vice president of the Plymouth & Middleboro Railroad Company and has long figured prominently in affairs of a public and semi-public nature.

In 1885 Mr. Kyle was united in marriage to Miss Abby Morton, daughter of the late Nathaniel and Elizabeth Fuller (Robbins) Morton. They have two children living, namely: Morton, who was graduated from Dartmouth College in 1912; and Margaret Stewart, who attended Bryn Mawr College. The family residence is Harborside, Plymouth, Massachusetts.

Soon after his arrival in Plymouth, Mr. Kyle became an active worker in local political circles and he has rendered effective service to his fellow

townsmen on various important committees. He was chairman of the republican town committee for ten years, chairman of the school board for six years and vice president and later president of the Plymouth Commercial Club, now the Chamber of Commerce. He was elected to the Massachusetts house of representatives in 1898, 1899 and 1900, giving thoughtful and earnest consideration to the various vital questions which came up for settlement, and in 1905 and 1906 his constituents sent him to the senate. Mr. Kyle was treasurer of the First Parish of the Pilgrims for thirty years and for a decade was president of the Plymouth and Bay Conference. He also served as chairman of the Tercentenary committee of the town during the memorable celebration of 1920-21. He is president of the public library, vice president of the Pilgrim Society, and also a vice president of the Massachusetts Forestry Association. He is a life member of the Scots Charitable Society, organized in 1667, and fraternally is affiliated with the Masonic order, being a life member of lodge, chapter and commandery. His name is likewise on the membership rolls of the Plymouth Country Club, the Republican Club of Massachusetts and the Unitarian Club of Boston and he has been president of the last named. His has been a long, useful and honorable career, and though now past the Psalmist's allotted span of three score years and ten, he is still an active factor in the world's work.

THE HAYDENVILLE COMPANY

The Haydenville Company has long featured as one of the sources of business enterprise and material development of the city of Haydenville, for it dates back to the year 1845. The company, of which C. J. Hills is president, manufactures high-grade brass and iron for plumbers, steam and gas fitters. The business had its inception eighty-four years ago, when it was established by Joel Hayden and Albert Sanders, the former afterward serving as lieutenant governor of Massachusetts. The undertaking prospered from the beginning, enjoying a steady growth, and following the death of Mr. Sanders in 1861 the senior member of the firm admitted his son, Joel Hayden, Jr., to a partnership, together with several other well known men who had been associated with the business for a long period, including Collins Gere, Sereno Kingsley and Jacob Hills, father of the present owners. At that time the firm name of Hayden, Gere & Company was assumed.

In 1874 the entire works were swept away in the Mill river disaster but were rebuilt in 1875 and 1876. Owing to the heavy losses occasioned by the flood the company was obliged to reorganize in 1878 to secure needed capital and was succeeded in that year by the Hayden Company, later called the Haydenville Company. In 1899 the entire property was purchased by C. J. Hills and his four brothers, Albert S., Jacob H., Henry M. and Reuben B. Hills. Since that time Jacob H. and Albert S. Hills have

passed away, but the other brothers still continue active in the business and are successfully controlling what is today one of the oldest and best known concerns of its kind in the country. Its products are maintained at high standard, the most modern processes being employed in manufacture, and the output is distributed to all parts of the world, for the company has built up a substantial foreign as well as American trade. The industry has been one of great benefit to Haydenville, constituting an important feature in its commercial and industrial activity, and Mr. Hills, president of the company, is actuated by a spirit of marked enterprise in everything that he undertakes. His plans are carefully formulated and promptly executed and have been beneficially resultant to the business.

STEEL SHOT & GRIT COMPANY, INC.

The Steel Shot & Grit Company, Inc., of Amesbury, was taken over by the present owners during the World war period. The business had been established about a year previously and was conducted on a small scale. New activity was infused into the enterprise and the business has enjoyed a steady growth under the present officers, including G. H. Kann as president, H. M. Ream as treasurer and I. A. Diamondstone as assistant treasurer, all being directors of the company. They took over the old charter of Harrison Brothers, granted in 1916, and in June, 1918, the business passed into possession of the present proprietors, who manufacture metallic abrasives, crushed material known as diamond steel grit, also round abrasive known as Samson steel shot. Their product is principally used in sawing and polishing marble, granite and all kinds of stone and as abrasive in sand blast operation in foundries. Their output is sent to various parts of the world and they employ about twelve people, machinery taking the place of man power in their plant. Their production is about six thousand tons per annum and ninety-five per cent of the output was taken over by the government during the World war.

Isaac A. Diamondstone, who has full charge of the plant, was born in Pittsburgh, Pennsylvania, July 3, 1891, and was educated in the schools of that city to the age of sixteen years, when he started out in the shoe business with his father. In 1914 he became associated with the parent concern of the Steel Shot & Grit Company, Inc., and has been with the corporation continuously since. In June, 1918, he was given full charge of the Amesbury plant and has so continued, operating the only plant of its kind in New England.

On the 30th of December, 1912, Mr. Diamondstone was married to Miss Marguerite Kann, of Pittsburgh, Pennsylvania, and they have one son, Walter, who was born November 30, 1914, and is with his parents in their Amesbury home.

Mr. Diamondstone is a member of the Masonic fraternity and also of the Amesbury Country Club. His business record is marked by sub-

stantial progress and successful achievement and he is today displaying marked efficiency in the conduct of an enterprise which is the sole representative of its line in this section of the country.

THE NATIONAL ROCKLAND BANK

The National Rockland Bank, one of the pioneer financial institutions of Massachusetts, was established in Roxbury in 1853 under a state charter with a capital of \$100,000. This was increased to \$150,000 in 1857 and in 1864 to \$300,000, at which time it was nationalized. The capital stock remained unchanged until 1925, when it was increased to \$1,000,000 and the bank is now capitalized at \$1,500,000. The present offices at 2345 Washington street, Roxbury, are in the new, modern building of The National Rockland Bank, whose main office is at 50 Congress street, Boston.

Samuel Walker was the first president of the institution. At that time he was also the mayor of Roxbury as well as the first president of the Massachusetts Horticultural Society. In 1861 Samuel Little, then a trustee of many large estates, was elected president of the bank. For twenty-seven years he remained at its head and in 1898 Robert Fairborn, cashier of the bank, was called to the presidency, thus serving until his death in 1907, when he was succeeded by Frederic W. Rugg, who is still at the head of the institution. His son, Robert B. Rugg, is executive vice president, with Anselm L. Bacon as vice president, Harrie L. Brett as vice president and cashier, Robert F. Daley as assistant vice president, Arthur L. Peterson as trust officer, and George M. Crowe and Arthur L. Watts as assistant cashiers. Guided and directed by experienced executives, thoroughly qualified to deal with the difficult problems of financial strategy, the institution has grown steadily in strength and usefulness, becoming a vital force in the development of industrial and commercial interests of this part of the state. The scope and importance of the business is indicated by the bank's statement of March 27, 1929, which showed a surplus fund of \$3,000,000, undivided profits of \$941,822, deposits amounting to \$22,665,083, and total resources of \$29,546,905.

FREDERIC WALDO RUGG

Frederic Waldo Rugg has the distinction of being the oldest bank president in Boston, if not in New England. At the age of seventy-three he heads the National Rockland Bank, of which he has been the chief executive officer since March, 1907, while his identification with the institution dates from 1880. He was born in Rindge, New Hampshire, December 1, 1855, a son of William Stickney and Clarissa (Sawtell) Rugg.



H. M. Rugg

He acquired a public school education and started out in the business world at Fitchburg, Massachusetts, in 1872, when a youth of seventeen years. He was identified with street railway interests of Boston from 1876 until 1880, when he entered the National Rockland Bank, then a small concern, in which he had an opportunity to gain a knowledge of all phases of banking. From a subordinate position he worked his way steadily upward as he gained knowledge and experience and developed his efficiency. In 1907 he was chosen president of the bank and for twenty-three years has been at the head of the institution, keeping in touch with all departments of the business and following a policy which tempers progressiveness with a safe conservatism. This bank has been in continuous existence for more than three-quarters of a century and Mr. Rugg is only the fourth president. The year before he assumed control the bank had deposits of a little more than two million, five hundred thousand dollars, while its surplus and profits amounted to less than four hundred thousand dollars. Under his wise guidance and capable control the business has steadily expanded until the bank's deposits in 1928 reached twenty-two million dollars and its surplus and profits were only a little less than four million dollars. Mr. Rugg is today the veteran among the bank officials of Boston and the state and is a most honored and valued representative of the banking fraternity. He is now a trustee of the Bank Officers Association of the city and a member of the board of managers of the Boston Provident Association. His name appears on the directorates of the Boston Scale and Machine Company, the Joseph Warren Cooperative Bank and the Roxbury Cooperative Bank. He is a trustee of the Lincoln Savings Bank, of the Proprietors of Forest Hill Cemetery, the Roxbury Charitable Society and the Roxbury Historical Society. Thus in almost all of the organizations with which he is identified he has been called to office and his cooperation is regarded as a valuable asset in successful management and control.

In 1879 Mr. Rugg was married in Fitchburg, Massachusetts, to Miss Luella R. Billings, who died in 1919, leaving a son, Robert B., who is now executive vice president of the National Rockland Bank, and who has one son Frederic Waldo, named for his grandfather. In 1923 Mr. Rugg wedded Mrs. Myra A. Knight. They have an attractive home at Riverbank Court, Cambridge, and their summer residence is in Swampscott, Massachusetts.

Mr. Rugg adheres to the Unitarian faith and his political allegiance is given to the republican party. He has served as commissioner of the statistics department of the city of Boston, but otherwise has held no public offices aside from those which have to do with humanitarian interests and the public welfare. He belongs to the Boston City Club, the Republican Club of Massachusetts, the Lincoln Club and the Exchange Club and is a popular and a prominent member of these various organizations. In young manhood he greatly enjoyed outdoor sports, including golf, tennis and swimming, and in later years has been an interested spectator of sporting events of many kinds. He has made a considerable col-

lection of old state bills, fractional currency, rare coins and other objects of a similar nature which are of particular interest to a banker. Drama and music of the better class receive his attention and he has always been a reader, keeping informed on the vital questions and issues of the day and in touch with the story of world progress through his reading of history and biography. He has derived pleasure from travel over the western hemisphere and annually visits California, while he has also journeyed to the Hawaiian islands, cruised through the Caribbean sea and sojourned in the countries of South America. While he has passed the Psalmist's allotted span of three score years and ten, he is yet young in spirit and interests and has the strength, the vigor and the business and social contacts of a man of much younger years. Alert and energetic, he readily discusses the questions that engage public thought and attention and his opinions are always comprehensive and illuminating.

ROBERT J. HODGSON

Among the manufacturing interests of West Medway is the Stone Mill Company, of which Robert J. Hodgson is treasurer. Its output consists of overcoatings, Mackinaws and woolen fabrics, and to the steady employment of the trade Mr. Hogsdon has been a substantial contributor through his capable management of its financial affairs. A native of Wales, Massachusetts, he was born November 12, 1877, and was educated in the Medway schools. His father, Samuel Hodgson, devoted his entire life to woolen manufacturing and established the Sanford Mills in Medway, which he operated for many years. After leaving school Robert J. Hodgson was variously employed until 1901, when he became bookkeeper for the Taft Woolen Company. Subsequently he filled other positions with that company and eventually reached the vice presidency, his connection with that concern covering a period of twenty-two years. It was then, in 1925, that he organized the Stone Mill Company, utilizing a small stone building which was made from big boulders and was about twenty-five feet wide and forty feet long and two stories in height. The company derives its name from the old building, which was used for the manufacture of thread. On this site Mr. Hodgson has erected a large plant, the main building, two stories in height, being one hundred and fifty by seventy feet, with a weave room one hundred and twenty by fifty feet, a boiler and dye house thirty by thirty feet and a storehouse seventy-five by thirty feet. The structure is new and modern in every particular, being equipped with the latest improved machinery, and eighty-five people are now employed. The goods are sold all over the country through New York commission houses. The company was incorporated in 1924, with James Hodgson, who has been connected with the business from the beginning, as president, Albert L. Saunders as secretary and Robert J. Hodgson as treasurer. The trademark "Hodgsonia Fabrics" was adopted. Robert J. Hodgson is also inter-

ested in the Hodgson-Gladwin Company of West Medway, Massachusetts, as its treasurer, a weaving plant being there maintained. He has developed his business to a point of notable success, resulting from his thorough understanding of every phase of manufacture and of sales connections.

In 1904 Mr. Hodgson was married to Carolyn Bancroft Hodges, of Medway, and they have a family of five children: Dorothy C., Sylvia, Robert J., Jr., Margery and Kenneth W. Mr. Hodgson belongs to the Masonic fraternity and the Benevolent and Protective Order of Elks but the major part of his time, thought and attention is concentrated upon his business affairs, which he has developed to a high point of efficiency and success.

DONALD LE STAGE

Donald Le Stage, an enterprising business man of North Attleboro, is serving as president and treasurer of the O. M. Draper Corporation, as president and treasurer of the Le Stage Manufacturing Company and treasurer of the White Manufacturing Company and is thus closely and prominently associated with industrial interests of the state. His birth occurred in Plattsburg, New York, December 25, 1876, his parents being John D. and Mary (MacDonald) Le Stage. His grandfather in the paternal line was from Lorraine, France, while the MacDonalds came from Edinburgh, Scotland, to the new world, and both families settled in Plattsburg, New York.

Donald Le Stage was educated at St. John's Military Academy in Manlius, New York, graduating with the class of 1897, and at Brown University in Providence, Rhode Island, where he completed his course in 1901. While a student at that institution he became prominent in athletic sports and for two years was captain of the university baseball team. In 1901 he came to North Attleboro, securing employment in the factory of H. D. Merritt & Company, manufacturing jewelers, with whom he remained for fifteen years, gradually working his way upward and acquiring an interest in the business. His experience there gave him an intimate knowledge of the trade in its various departments. In 1916 he sold his stock in that concern and engaged in business for himself, organizing the Le Stage Manufacturing Company, of which he has since been the president and treasurer. They manufacture solid gold and gold-filled chains, locketts and bracelets and find a ready sale for their output. In 1923 Mr. Le Stage purchased the business of the O. M. Draper Corporation, which was established in 1863 and of which he is now president and treasurer. This company manufactures gold-filled pocket knives and chains, which are sold in England, Mexico, the Philippine islands, Cuba and throughout the United States. In November, 1928, Mr. Le Stage further expanded the scope of his activities by purchasing an interest in the White Manufacturing Company, of which he was made treasurer, and in this connection he is identi-

fied with the manufacture of silver and gold-filled jewelry. In the Le Stage plant the machinery is all of the latest models, and employment is given to from one hundred and twenty-five to one hundred and fifty persons.

On the 6th of July, 1904, Mr. Le Stage was married to Miss Jane Fisher, of North Attleboro, and their two children are: Henrietta, who is now the wife of Allen Gordon Clarke, a graduate of the University of Chicago and the Boston Institute of Technology; and Donald, Jr., a student at Wesleyan University.

Mr. Le Stage belongs to the Rotary Club of North Attleboro, the Turks Head Club of Providence, also the Brown University Club of Providence, the Brown University Club of New York city and the Franklin Country Club. He is a Mason, having membership in Bristol Commandery, K. T., and Palestine Temple of the Mystic Shrine at Providence. During the World war he served as treasurer of the Red Cross fund at North Attleboro and is interested in all that has to do with progressive citizenship and the advancement of civic standards. He is one of the five members of the executive committee to raise funds for the new North Attleboro hotel, and one of ten to raise money for the new Masonic temple. He is chairman of the fellowship committee of the Rotary Club, and is a director of the New England Jewelers & Silversmiths Association of Massachusetts, serving as one of the three members of its executive committee. At the same time he is leading a most active life through his business connections, which are constantly growing in volume and importance.

CARMELO SALADINO, SR.

Carmelo Saladino, Sr., is the founder and promoter of an extensive business in the manufacture of silk and gut strings under the name of C. Saladino & Sons in Chelsea. There is only one other enterprise, and it a small one, of the kind in Massachusetts and but ten in this line in the entire country. A business of substantial proportions has been developed under the guidance of the senior partner, who is a native of St. Catherine, Italy, and spent his youth and early manhood in that country. Throughout his entire life he has continued in this line of business, having learned the trade in Italy. He came to the United States in 1900 and the present business was established in 1919 by Mr. Saladino and his sons, Carmelo, Jr., Salvatore, Michael, Joseph and Frank Saladino. At the beginning the space occupied by the firm was only twenty-five by thirty feet. In their comparatively limited quarters they began to manufacture silk tennis strings, tennis gut strings, strings for musical instruments, surgical gut, belt lacings, clock cord and gut strings of all descriptions. They sell to the jobbing trade all over the world, and while at the beginning all work was done by the original partners, today the company employs about forty people.

In Italy, in 1883, Carmelo Saladino, Sr., was married to Elizabeth Caginia, who was born in that country in 1841. In addition to the sons already mentioned, all born in Italy, they have a daughter, Dominica. The religious faith of the family is that of the Catholic church. Mr. Saladino has never had occasion to regret his determination to try his fortune in the new world. Coming to the United States twenty-nine years ago and establishing a grocery business in Boston, in which he continued until organizing the present business, he has met with gratifying success as the result of his industry, perseverance and the fact that he is fully meeting the requirements of the trade in the quality of strings which he manufactures.

FOSTER MACHINE COMPANY

The Foster Machine Company of Westfield, one of the important industrial enterprises of Massachusetts, has been in continuous existence for nearly four decades. The company was organized by William Warren on January 31, 1891, and began the manufacture of machinery patented by John Foster, an inventor. The original officers were: William Warren, president; George Manning, treasurer; William P. Warren and William Warren, directors. In 1892, when the Warrens severed their connection with the business and C. K. Lamson took charge, the official personnel was changed as follows: C. K. Lamson, president; A. F. Lillie, vice president; E. F. Fowler, treasurer; and C. R. Fowler, secretary. Eight years later, in 1900, E. T. Fowler joined the firm as general manager and treasurer.

In 1916 the Foster Machine Company was reorganized under the laws of Massachusetts. The officers at this writing are: J. L. McKeen, president; T. E. Connor, vice president; E. T. Fowler, treasurer; and D. W. Brigman, clerk. The company is engaged in the manufacture of textile machinery and special winding machinery for the textile trade and has developed an enterprise that ranks among the leading industries of this character in the state.

DANA DWIGHT BARNUM

Dana Dwight Barnum, president of the Boston Consolidated Gas Company, was born in Bethel, Connecticut, August 15, 1872, son of William H. and Lydia (Alvord) Barnum. His mother, a native of Northampton, Massachusetts, was a member of one of New England's oldest families. He was educated in the public schools of Connecticut, and later attended Stevens Institute, from which he was graduated in 1895, with the degree of Mechanical Engineer. He began his business career in the employ of

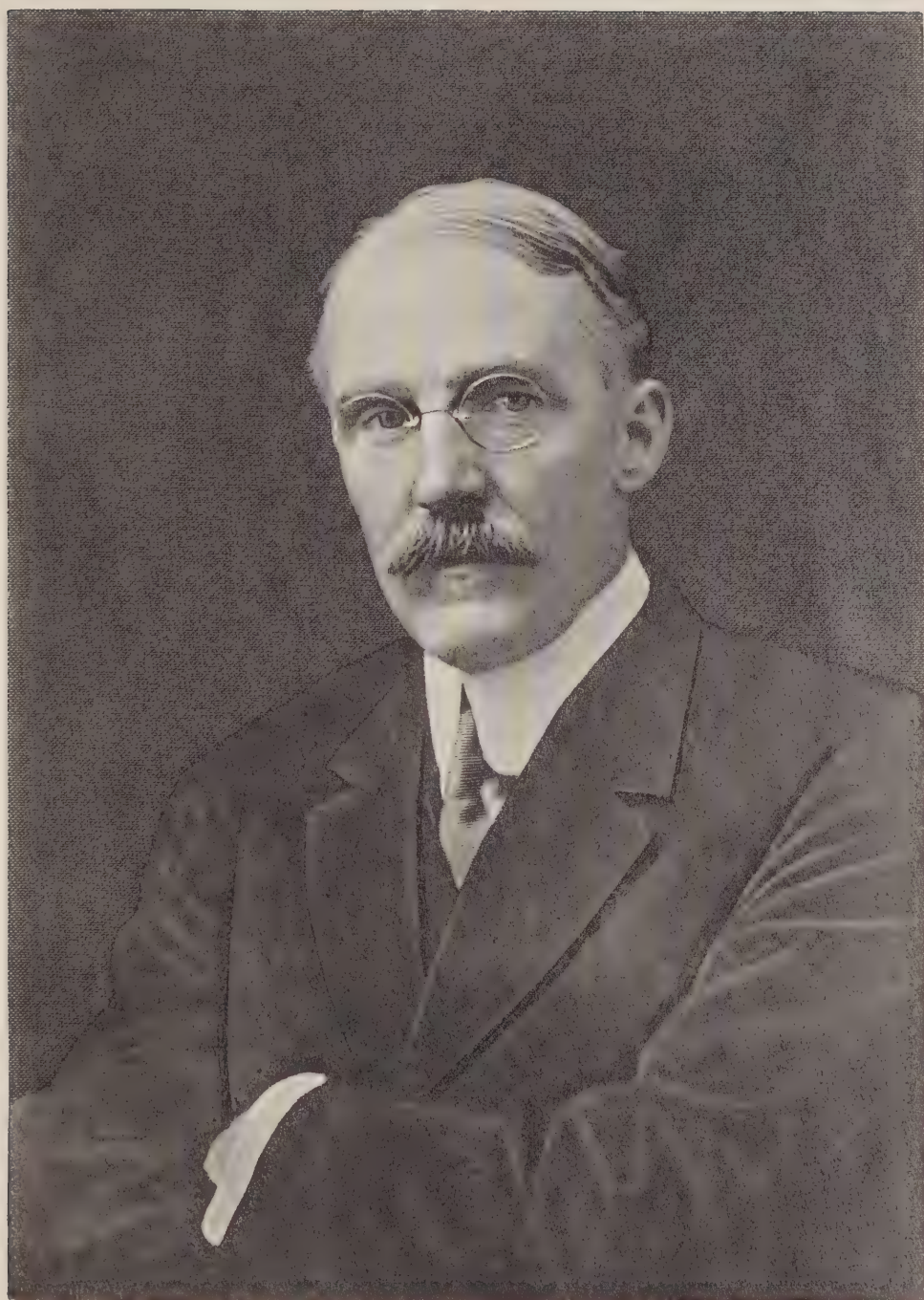
E. W. Bliss & Company, of Brooklyn, New York, as a draughtsman, immediately following his graduation, and after a short period in this position entered the service of the Worcester Gas Light Company, with which he was first connected as draughtsman and later as chemist. In 1896, Mr. Barnum was made superintendent of distribution of the Worcester Gas Light Company, occupying that post until 1902, when he was appointed superintendent of the entire plant. He continued in the latter capacity until 1909, when he was made general manager, while in 1915 he was elected to the presidency. In 1917 Mr. Barnum was called to the Boston Consolidated Gas Company, and he was elected its president in 1921. In this executive position he is closely associated with James L. Richards, one of the outstanding figures in public utilities in the country. In addition to being president of the Boston Consolidated Gas Company, he is also a director in the organization. He is a member of the New England Gas Association, the American Gas Association and the Society of Gas Lighting (New York).

On October 23, 1900, Dana Dwight Barnum married Mary Caroline Munroe, of Worcester, daughter of John P. Munroe, who was a state senator and for years editor of the old and influential "Worcester Spy," a daily newspaper which was once famous throughout the country.

Mr. Barnum is a member of the Country & Polo Club of Dedham and the Algonquin Club of Boston. He is likewise affiliated with two Greek letter fraternities—Beta Theta Pi and Theta Nu Epsilon. His political principles are those of the republican party, and in religious faith he is an Episcopalian.

NATHAN DURFEE

Nathan Durfee, vice president and plant executive of the American Printing Company of Fall River, was born on the 11th day of September, 1867, in Fall River, where practically his entire life has been passed. He is the son of Holder Borden Durfee and Silvia (Borden) Durfee. He supplemented his work in the grades by a course in the B. M. C. Durfee high school and afterward entered the Massachusetts Institute of Technology, in which he studied mechanical engineering, receiving his Bachelor of Science degree in 1889. He then devoted a year to civil engineering in connection with the Metropolitan sewage system and a year to electrical engineering with the Thomson-Houston Electric Company. Mr. Durfee next entered the field of cotton manufacturing and in 1912 became assistant treasurer of the American Printing Company. His progress has been continuous, and his orderly progression has brought him to the front as an executive in connection with the cotton manufacturing interests of the state. His thorough mastery of every task assigned him and his broad experience enable him to speak with authority upon any phase of the business, and he is today not only vice president and plant executive



Nathan Dwyer

of the American Printing Company of Fall River but holds the same offices in the Borden Mills Incorporated of Kingsport, Tennessee.

Mr. Durfee also figures prominently in financial and business circles in his city. He is now president of the Fall River Five Cent Savings Bank; a director and member of the executive and trust committees of the B. M. C. Durfee Trust Company; and a director of the Fall River Electric Light Company and the Fall River Manufacturers Mutual Insurance Company. His sound business judgment is considered a valuable asset in the successful conduct of any enterprise with which he becomes associated.

On the 2d of June, 1897, in Chillicothe, Ohio, Mr. Durfee was married to Miss Helena Woodrow Brown, who was born in that city, November 30, 1869, and they became the parents of a daughter and a son: Dorothy, now the wife of Azariah T. Buffinton; and Nathan Barry Durfee.

Mrs. Durfee belongs to the Woman's Club, to the King Philip Settlement, the American Red Cross Society, and the District Nursing Association of Fall River. Both Mr. and Mrs. Durfee are members of the Central Congregational church. Mr. Durfee's interest in public welfare is shown in his service as a director of Junior Achievement, Inc., of Springfield, Massachusetts, and of the Boys Club of Fall River. He is likewise a member of the executive committee of the Associated Industries of Boston. His college fraternity is Theta Xi, his membership being in Delta Chapter. Mr. Durfee is a member of the Union League and the Merchants Clubs of New York City, the Union and Wardroom Clubs of Boston, the Quequechan Club of Fall River, the Fall River Country Club, the Kittansett Club of Marion, Massachusetts, and the Rhode Island Country Club of Nayatt, Rhode Island.

HENRY T. FALES

Each city has its business interests which are outstanding as the expression of modern-day enterprise and progressiveness. A representative of this class of commercial interests in Framingham is that of the Framingham Lumber Company, of which Henry T. Fales is president. He is not only active in control of the business but is looked upon as a leader in his community, being accounted a prominent factor in civic and public welfare as well as in business life. He was born in Foxboro, Massachusetts, September 16, 1861, and is a son of Abner and Ellen (Torrey) Fales. His father was a carpenter and contractor who also handled lumber, and when Henry T. Fales had completed his high school studies he became his father's assistant in business and the firm of A. Fales & Sons was organized. In the course of time the business was gradually enlarged and in 1909 was incorporated under the name of the Framingham Lumber Company, with Henry T. Fales as the president. Throughout the intervening period he has occupied this office and is recog-

nized as a shrewd and careful buyer and a capable and resourceful business man, displaying unusual qualifications and excellent executive powers. He is devoting his entire time and attention to the lumber business and was one of the first in the state to use the present system of piling lumber in the yards. His plant now covers a large area and Mr. Fales is recognized as a leader in connection with the lumber trade of Massachusetts.

In 1886, in Framingham, Mr. Fales was married to Miss Martilla Pelkey, and they are parents of a daughter and a son. Helen L. is a distinguished chemist employed by Nestle's Food Company and in association with Dr. McLean recently published a work on nutrition of children. She is recognized as an authority upon many questions and problems relative to the line of her profession but modestly declines the credit which is her due. The son, Herbert A., is a clerk and sales manager for the Framingham Lumber Company and in November, 1928, he married Madeline Brackett.

Mr. Fales is fond of golf and belongs to the Framingham Country Club, the Sliver Club and the Lumber Trade Golf Association. Fraternally he is a Mason and an Odd Fellow. Politically he is a republican and for fourteen years filled the office of building inspector in Framingham. He is never remiss in the duties of citizenship and there are many who follow his example, having faith in his leadership and public spirit. In business circles he has made a creditable place for himself and his characteristics are such as inspire confidence and awaken regard.

ARTHUR E. BENT

Arthur E. Bent, treasurer of the Framingham Lumber Company, was born in Franklin, Massachusetts, December 20, 1871, his parents being George O. and Wilma D. (Bent) Bent. He attended the Framingham high school and then received special training for later activities by a course in a business college. For thirty-six years he has been associated with the business in which he is now engaged, entering the employ of the firm of A. Fales & Sons. The business was incorporated in 1909, at which time Mr. Bent was made treasurer of the Framingham Lumber Company. He started at the age of twenty-two years, proved himself a hard worker and his industry and fidelity won him not only promotions but the trust and confidence of all who were associated with him. He possesses splendid financial ability and has handled the moneyed interests of the firm in a most efficient way since becoming treasurer. His business activities also covered fourteen years' service as auditor and director of the Cooperative Bank of Framingham, at the end of which time the state banking laws were changed and he retired from the position. He has also been town auditor and cooperates heartily in all plans and projects for the benefit, development and upbuilding of the community in which he resides. His

political allegiance is given to the republican party and for thirty years he has served on the town committee.

Mr. Bent was married to Miss Ethel S. Currier, of Natick, Massachusetts, and they have two children, Wilma and Rachel Lincoln. Fraternally Mr. Bent is a blue lodge Mason and an Elk, and his religious belief is that of the Unitarian church. He belongs to the Rotary Club of Framingham and to the Square and Compass Club and is regarded as an asset to any organization or movement with which he becomes allied. He has always been a conscientious and earnest worker for any project which he espouses and his financial ability has been an element in the successful conduct of various organizations. His sterling worth is widely recognized and his upright character commends him to the confidence and high regard of all with whom he has come in contact.

NORWOOD ENGINEERING COMPANY

The Norwood Engineering Company, with its plant at Florence (Northampton), was incorporated in 1893, taking over the defunct machine plant formerly owned by Arthur Hill and consisting of two small buildings. At that time the officers of the company were Stephen B. Fuller, John Otis, Ira Dimmock, James D. Akins and William Stephenson and the last named became treasurer and general manager, so continuing until his life's labors were ended in death, when Howard W. Hosford became his successor. The present officers of the Norwood Engineering Company are Warren M. King, president; T. Wilson Mac Dow, treasurer; and Howard W. Hosford, vice president and assistant treasurer. During the period between 1901 and 1914 five large modern buildings were erected to accommodate the trade, which has greatly increased as the years have gone by. The plant now covers an area of fifteen acres and employs two hundred men in the manufacture of paper-finishing machinery, water purification plants and municipal water filtration appliances.

Howard W. Hosford deserves classification with the representatives of Massachusetts industries inasmuch as he is the general manager, vice president and assistant treasurer of the Norwood Engineering Company and is also president of its subsidiary company, which is operating under the same name in Canada. Mr. Hosford, a son of Charles L. and Harriett Hosford, was born in Winsted, Connecticut, September 7, 1869, and during his boyhood days accompanied his parents to Haydenville, where he attended the local schools. When he had completed his education he entered the employ of the Haydenville Company and learned the trade of mechanical drafting, developing considerable skill and efficiency in that field. Later he was assigned to the New York office as a salesman and in 1901 he became sales engineer for the Norwood Engineering Company at Florence. While occupying that position he gained intimate knowledge of every phase of the business and in 1917, upon the death of William Stev-

enson, he became general manager. He piloted the enterprise successfully through the World war period and is now effectively directing its interests and its development. Mr. Hosford's thorough acquaintance with every phase of the business enables him to wisely direct the activities of employees and to supervise the placing of trade orders.

On the 19th of September, 1893, Mr. Hosford was united in marriage at Florence, Massachusetts, to Miss Lillian M. Van Slike, a daughter of Nicholas and Henrietta Van Slike, and they have one child, Gladys L.

Mr. Hosford has attained high rank in Masonry, having membership in Jerusalem Lodge, F. & A. M.; Northampton Chapter, R. A. M.; Northampton Commandery, K. T.; and the Mystic Shrine at Springfield. He has ever been a loyal follower of the teachings and purposes of the craft and his life measures up to high standards in this as well as in business relations.

A. H. THOMPSON & SONS COMPANY

In 1885 Asa H. Thompson organized a business which later became A. H. Thompson & Sons Company. Born in 1860, he became a pattern maker, and was always busy with improvements and inventions. He possessed perhaps more mechanical genius than practical qualities in business, but he was endowed with vision and insight and his mechanical skill enabled him to meet requirements. He became known as a wooden reel manufacturer, producing reels used for cable and wire purposes. He started in business for himself in West Groton, having secured the contract for manufacturing reels for what is now the Simplex Wire & Cable Company.

In 1919 Clarence L. Thompson, son of the founder of the business, together with two other sons, joined their father and were incorporated under the name of A. H. Thompson & Sons Company. Upon the father's death in 1926 Clarence L. Thompson became the controlling owner and manager. In the intervening period he has brought the business up to its present standard, and it is today in a prosperous condition owing to his close supervision.

Clarence L. Thompson was born in 1888, and in his early youth had considerable experience in Vermont paper mills. Later he was employed by his father, but, as the business needed more financial backing to survive, Clarence L. Thompson went out to secure the necessary capital. Coming into control of the business, he not only paid off the borrowed money, but the business showed an immediate increase in volume as the result of his progressive methods. After his father's death the various business connections of the house, which had been established, were retained, and the enterprise is conducted in a systematic and careful manner. Today the plant of A. H. Thompson & Sons Company produces a high class of products in its line, made from carefully selected lumber, and in fact the Company is regarded as one of the leaders in this branch of trade.

In 1920 Clarence L. Thompson married Miss Elsie M. Tarbell of the well-known Tarbell family, and they now occupy the old Tarbell home in West Groton. Interested in community progress and development, Mr. Thompson is now serving as chairman of the board of water commissioners. He belongs to the Masonic Lodge, and attends the Union church.

THE EATON-DIKEMAN COMPANY

The Eaton-Dikeman Company, paper manufacturers of Lee, is capitalized for ninety thousand dollars and its destinies are now directed by C. C. Yates as president of the company. The business was organized at Lee in 1891 by William H. Eaton, the present treasurer, for the manufacture of blotting and absorbent papers, becoming the first and remaining the only blotting paper mill established in Massachusetts. For many years this company specialized on blotting and matrix papers, but as progress in the electrical field grew there arose a demand for saturation papers for making bakelite and hard fibre. This company was one of the first to enter the new field.

Other new fields for absorbent papers were created by the demand for the filtration of these various products. This company was the leader in making this new paper and is today the largest manufacturer of industrial filter papers in America. It is also recognized as the leader in the production of finer qualities of filter papers used in the laboratories and by druggists. Its brands are known all over the United States, Canada and South America and its industrial filters are shipped to all parts of the world. Its mills and main office are at Lee, Massachusetts, while its salesrooms and warehouse are maintained at 537 Pearl street in New York city. Its ramifying trade relations now cover a most extended territory, including the entire American continent, and the business is rapidly growing under the able management of its president, C. C. Yates, and his associate officers.

WALLACE C. WRIGHT

The great industrial development of Massachusetts has found stimulus in the efforts, enterprise and sound business judgment of Wallace C. Wright, president of the American Shoe Machinery Company and of the Harding Engineering Company, both of Boston. He was born in Lynn, Massachusetts, in February, 1885, a son of Frank Eugene and Alberta M. (Clark) Wright. He attended the Corbett grammar school and the Lynn Classical high school, while later he qualified for activity in the business world by a course of study in the Burdette Business College. He was first employed in the general freight department of the Boston & Maine Rail-

road in Boston. He has always made wise use of his time and opportunities and never has he felt that advancement depended upon aught else than industry and capability. Applying himself closely to the duties in hand, he has increased his powers through activity and step by step has progressed until he is now the president of two productive industries—the American Shoe Machine Company and the Harding Engineering Company. His attention is largely given to the improvement and development of machinery, mainly machinery used in shoe manufacturing and in the textile industries. He is frequently called upon by the leading shoe manufacturers and textile manufacturers to work out difficulties in their machinery and his comprehensive knowledge and capability along those lines have enabled him to solve many intricate and involved problems.

At Arlington, Massachusetts, on the 20th of May, 1908, Mr. Wright married Miss Faustina M. Ross. He is a member of the First Methodist church of Lynn, Massachusetts, and has membership in the Masonic order, being a thirty-second degree Mason and member of the Mystic Shrine. He likewise has membership in the Elks lodge at Rochester, New Hampshire, and he is identified with the Oxford Club of Lynn, Massachusetts, with the Boston City Club and the Boston Chamber of Commerce.

HERBERT L. TINKHAM

In 1924 Herbert L. Tinkham was elected to the presidency of the Douglas Shoe Company, with which he had been identified for thirty-seven years, loyalty, capability and fidelity to duty thus receiving its merited reward. From the position of bookkeeper he had been steadily advanced until his service in varied departments had brought to him an intimate and comprehensive knowledge of the business, which he has wisely directed for five years as its executive head.

Mr. Tinkham was born in Middleboro, Massachusetts, in 1869 and was a youth of about eighteen years when in 1887 he secured the position of bookkeeper in the employ of W. L. Douglas, nationally known shoe manufacturer. From time to time he was accorded various promotions having to do with office management, cost accounting and the company's financial affairs. The steady development of his powers as the result of his close and active connection with these various departments of the business led to his election to the office of treasurer in 1894 and for twenty-three years he continued in that executive position. In 1917 he was elected to the vice presidency of the company, which at the date of his first association with it had its headquarters on Pleasant street in Brockton and was one of the minor industries of the city at that time, having only a daily production of forty cases of shoes. Gradually the business expanded and Mr. Tinkham gained a thorough training in all branches thereof. While not elected to the presidency until 1924, for twelve years before Mr. Tinkham practically had the general supervision of the business together with the financial



Herbert L. Pimpham

management. More and more largely Mr. Douglas withdrew from active control and the business acumen, farsightedness and stalwart integrity of Mr. Tinkham constituted the basic features in the continued growth and expansion of the enterprise, making it an integral factor in the industrial life of Brockton. Associated with Mr. Tinkham is Charles D. Nevins in the office of vice president and treasurer and Burton J. Torrey as clerk, with Herbert T. Drake of Boston, Ernest S. Rogers of Holbrook, Frank W. Sears and Clarence C. Reed also on the board of directors. Mr. Tinkham is likewise serving as a director of the Home National Bank at Brockton and the National Shawmut Bank of Boston.

Naturally, because of his business capacities and powers, Mr. Tinkham's cooperation has been sought in other fields. He has taken prominent part in civic and public affairs, has served as president of the Brockton Chamber of Commerce and as vice president of the State Chamber. He has also been a director of the Brockton Agricultural Society and the National Shoe Manufacturers' Association has chosen him for service on its directorate, filling that office at the present time. In 1926 he was elected president of the Brockton Hospital. Fraternally he is a Mason, going up through both the York and Scottish rites. The Bay State Commandery numbers him among its past commanders and he is likewise a past illustrious master of Brockton Council, R. & S. M. He belongs to the Brockton Commercial Club, and that the social amenities of life make appeal to him is shown in his membership in the Algonquin Club and the Boston City Club. His is the record which the American citizen holds in highest honor—the record of faithful service in the performance of duty whereby progress has been made from a humble position to one of leadership.

CAPE ANN ANCHOR & FORGE COMPANY

It is a trite saying that big oaks from little acorns grow, but again and again in the business world is demonstrated the fact that mammoth enterprises have their inception in small beginnings and that the founders of such little dream the extent to which their initial labors may reach. In a little building at the corner of Prospect and Spring streets in Gloucester, Benjamin Haskell opened a blacksmith shop in 1844 and in 1845 removed his business to Main and Spring streets. He was at that time making anchors the heaviest of which weighed only about two hundred and fifty pounds. These he would furnish under contract to iron vessels for from one hundred and twenty-five to one hundred and fifty dollars for the total equipment. In 1859 he admitted Nathaniel Richardson to a partnership and erected a building, forty by seventy feet, on Vincent street. A portion of this building was used by Mr. Haskell for the anchor and blacksmith work and the remainder by Mr. Richardson as a machine shop, each partner looking after his own line of work. Prior to this time Mr. Haskell

made all the anchors by hand on an anvil, but when the plant on Vincent street was erected they installed an old-time trip hammer with a small furnace and boiler, this being necessary owing to the increased weight of anchors following the increased size of the vessels, the anchors at that time weighing about five hundred pounds. Benjamin Jones succeeded Mr. Richardson in the partnership and at a later period Mr. Haskell turned his attention in other directions, at which time Mr. Jones was joined by John Hale in the anchor and blacksmith business. In 1866 the company was incorporated under the name of the Cape Ann Anchor Works, with Frederick Fisher as superintendent. For about four months a year they manufactured anchors, conducting a general blacksmithing and jobbing business during the remainder of the time.

In 1878 W. N. Fisher secured an interest in the company and added a general forging department. He installed a modern helve hammer, larger furnace and boiler. At that time their products, consisting of car axles and locomotive forgings, mainly went to the New England railroads. A little later a removal was made to Whittemore street, where a forge shop forty by one hundred and fifty feet was built. The company then largely manufactured railroad forgings, which were shipped in a smooth forged condition, or as it left the hammer, but in 1886 they began to manufacture different lines of forgings, including marine work, shafting, mill and machinery forgings. A machine shop twenty-five by thirty-seven feet was built and equipped, in which short forgings were handled, but when it was necessary to turn a shaft over fifteen feet long they had to run it into the yard and turn it around, so as to turn the second end of the shaft. By 1888 the rough machining business had increased to such an extent that the company built a new machine shop, thirty-five by one hundred and sixteen feet, supplied with a one hundred horse-power engine and new and larger equipment. They also installed a traveling trolley which brought the forgings from the forge shop to the machine shop. Later new upright steam hammers were installed, the largest hammer weighing eight thousand pounds and striking a blow of approximately fifty tons.

With the death of W. N. Fisher in 1899 his son, F. A. Fisher, became manager of the company. In the same year the forge shop was destroyed by fire. At that time the plant was operating night and day and within five weeks a new building was constructed and equipped, fifty-five by two hundred and seventeen feet.

Up to 1912, ninety per cent of the work was made from iron. Scrap iron was purchased and three hundred and fifty pounds placed in a pile. Ten of these piles were put into a furnace at a time, brought to a welding heat and under the hammer were drawn into slabs, which were piled one upon another to get the necessary size and weight to make the forging. In 1912, however, the business gradually became that of steel forgings and today ninety-five per cent of the product of the Cape Ann Anchor & Forge Company is made from steel, which is purchased in square bars from six to twenty-six inches inclusive and octagonal ingots weighing as high as twelve tons apiece.

In earlier days the company sold as high as four hundred anchors per month, averaging six hundred pounds apiece, but the Gloucester fishing fleet dwindled to such an extent that the anchor business was ultimately discontinued. At the time of the war the plant was practically taken over by the government, the company being required to forge, rough machine and deliver two sets of fifteen hundred horse-power marine engine forgings per month. As they could make the forgings much faster than they could rough machine them, it was necessary to build another machine shop. This is sixty by one hundred and twenty-one feet, equipped with practically all new machinery of special heavy design for roughing purposes and all electrically driven, forgings being delivered to the machines with a fifteen-ton traveling crane. By the use of power the company has been able to do away with practically all of the old hand methods, so that today three times as much business can be done with less than one-half the men formerly employed. The increase in the business made it necessary to revamp the forge shop, which was done in 1923 by removing three hammers and substituting a seven-hundred-ton hydraulic forging press, giving a die pressure of approximately seven hundred tons to the square inch. This press does not strike a blow but simply squeezes the metal, taking much less steam and saving much on the upkeep of the tools, as there is no jar and therefore practically no breakage. The company also installed a traveling crane with a fifteen-ton turning device, so that all turning is now done by power, making the work much easier on the men and also materially reducing the liability of accidents.

The Cape Ann Anchor & Forge Company has always been most progressive in its methods. By the installation of more economical waste heat boilers and a vacuum system to prevent steam waste, the company secures all the steam required from the waste heat in the furnaces and thereby has reduced its coal consumption practically one-half. The installation of a modern cost system has also been a vital feature in the successful management of the business, giving to the company a knowledge of the class of work which pays best. Their plant is unsurpassed by any shop of the kind of its size in the country and the business year by year has increased, while under the capable management of F. A. Fisher, who is now president, the trade continues to expand and the enterprise is one of the substantial productive industries of Gloucester.

FRED A. FISHER

Fred A. Fisher, president of the Cape Ann Anchor & Forge Company of Gloucester, was born in Boston, Massachusetts, August 22, 1865, a son of William N. and Sarah M. (Page) Fisher, the father a native of Montpelier, Vermont, and the mother of Ware, New Hampshire. The former served his time at the machinist's trade with the old Concord Railroad and during the Civil war period left New England and had charge of the build-

ing of the turrets on the Monitor. He was afterward with James Smith of Boston in the development of the Boston Forge Company. Leaving that city in 1878, he took charge of the Cape Ann Anchor Works and remained actively identified with the business as general manager until his death in 1899.

His son, Fred A. Fisher, who was educated in the public schools and in a business college, entered the employ of the Cape Ann Anchor & Forge Company as a boy in 1884. He has had experience in all of the departments, thoroughly learning the business, and has filled the different official positions with the company, with which he has been continuously associated save for two years spent in Lynn with the Gloucester Electric Light Company. In September, 1905, he became president and general manager of the Cape Ann Anchor & Forge Company and he is also a director of the Cape Ann Savings Bank and of the Stanley Steel Welded Wheel Corporation. During the World war he built a plant for the Mead, Morrison Manufacturing Company for making six-inch British shells and had charge of the plant in Gloucester. He also built a plant in Gloucester for the United States government for making one hundred and fifty-five meter shells and served on the shell committee in Washington, D. C., and as consulting engineer for the Alabama Power Company.

In June, 1887, Mr. Fisher was married to Miss Eliza R. Smith, of Gloucester. They have two children: William Norman, who was born in 1891 and is assistant manager and a director of the Cape Ann Anchor & Forge Company; and Frederick Burton, who was born in July, 1900, and is assistant manager of the St. Regis Hotel in New York city.

Mr. Fisher belongs to the Masonic fraternity and is a past grand commander of Bethlehem Commandery, K. T., and a member of Aleppo Temple of the Mystic Shrine. He belongs to the Gloucester Chamber of Commerce and is actively connected with many organizations having to do with the line of business in which he is engaged, holding membership in the Engineers Club of New York, the New England Iron League, the Forging Manufacturers Association and the American Iron & Steel Institute. He is likewise connected with the Commonwealth Club of Gloucester and the sterling worth of his character is widely recognized by his fellow members and by the general public as well.

WILLIAM NORMAN FISHER

Among the younger representatives of industrial interests in the Bay state is William Norman Fisher, who in the capacity of assistant general manager is associated with his father in the conduct of the Cape Ann Anchor & Forge Company of Gloucester. A native son of Gloucester, Massachusetts, he was born March 10, 1891, his parents being Fred A. and Eliza R. (Smith) Fisher, more extended mention of whom may be found elsewhere in this work. Liberal educational advantages were

accorded him in his youth, for his public school training was supplemented by study in a military academy, while subsequently he matriculated in Brown University of Providence, Rhode Island, and also attended Lehigh University of Bethlehem, Pennsylvania. His initial experience in the business world was gained with the Bethlehem Steel Company, by which he was employed successively as third, second and first helper on the open hearth. Next he became superintendent of the shell plant of the Mead-Morrison Manufacturing Company in Gloucester and afterward served as superintendent of the shell department of the Pollak Steel Company of Cincinnati, Ohio, during the World war, returning home in 1919. He is now assistant general manager and a director of the Cape Ann Anchor & Forge Company, of which his father is the executive head, and his efforts have contributed in no small measure to the steady expansion and continued success of the enterprise.

In 1924 Mr. Fisher was united in marriage to Miss Dorothy Christopher, a daughter of John Christopher, who is a native of Gloucester but now resides in Lynn, Massachusetts. Mr. and Mrs. Fisher have a son, Robert Berry. Mr. Fisher has membership in the Alpha Delta Phi fraternity and in the Rotary Club and is highly esteemed throughout his home community as a progressive and representative citizen.

ERNEST F. RUSS

Ernest F. Russ is widely known in the field of commerce as the head of the E. F. Russ Company of Boston, which specializes in the manufacture of animal sizing for use in the paper business. Mr. Russ was born in Boston, June 19, 1876, a son of J. Frank and Augusta (Plumer) Russ, both of whom were natives of New Hampshire. While spending his youthful days under the parental roof Ernest F. Russ attended the Chauncey Hall School and later the Massachusetts Institute of Technology, from which he was graduated in 1898, his thorough training qualifying him for steady advancement in the business world. Immediately he went to work, obtaining a position with the Baeder-Adamson Company, manufacturers of glue at Philadelphia, Pennsylvania. With that company he worked his way steadily upward, winning various promotions until he was made manager of the Boston office of the firm. His association therewith continued until 1914, when, ambitious to engage in business on his own account, he organized a company which has specialized in the manufacture of animal sizing for use in connection with paper making. The company also deals in hide cuttings and Mr. Russ today imports more raw hide cuttings than all other firms operating in Boston. He has continuously remained as president of the company, bending his efforts to administrative direction and executive control. His previous experience had given him thorough and accurate knowledge of the business and he has maintained high standards in output and in trade relations with his patrons.

Mr. Russ was united in marriage to Miss Marian Sherman, of Quincy, Massachusetts, and they have two sons, the elder, J. Rodman Russ, being connected with Graham Parsons Company, investment brokers of Boston. The younger son is Philip Sherman Russ. Mr. Russ belongs to the University Club and to the Boston Chamber of Commerce and his interest centers in those public projects through which flows the greatest and most permanent good to the greatest number.

MELLINS FOOD COMPANY OF NORTH AMERICA

The Mellins Food Company of North America has its offices at 177 State street in Boston, with an extensive factory at 41 Central wharf, there occupying thirteen buildings, which comprise almost the entire wharf area. This business was established by Thomas Doliber in 1878. He was a partner in the Theodore Metcalf Company, Boston druggists, who were then agents for Mellins food, which was originally an English product. The story of the inception of the business has been told in "Fowler's Publicity," published in 1897, under the heading of the Doliber-Goodale Company. In an interview Mr. Doliber said: "When I first became acquainted with Mellins food it was on the occasion of a mother coming with her almost dying baby and saying that she had used Mellins food in England, but she had used all she had brought over and must have more immediately. 'Cable for it,' said she, and I did so. I was impressed with her earnestness; I investigated; I found that Mellins food really had merit; and I became interested in it * * * this necessitated a journey abroad, which I immediately undertook for the purpose of introducing Mellins food in America. There have been many obstacles and privations and drawbacks, but in all the time that I have been connected with this enterprise I never lost my courage * * * I never had a doubt of ultimate success—in fact, I might better say that I never thought of success. I put my hand to the plough and I believe I can say I have never looked back, and from the beginning down to the present moment there has never been any cessation of the energy in pushing it forward."

From its inception the business has steadily grown and developed. It was in 1878 that Mr. Doliber obtained exclusive right to manufacture and sell Mellins food in North America. After a time he was joined by a partner under the firm style of the Doliber-Goodale Company, and in 1888 the business was incorporated under the laws of the state of Maine, with Mr. Doliber as president and treasurer. Mr. Goodale withdrew from the business in 1891, but Mr. Doliber continued a most active factor in developing and expanding the trade from 1878 until the time of his death in 1912. In the meantime he had built up a business of large and substantial proportions, its ramifying trade connections covering every section of the country as the value and worth of Mellins food became



Thomas Doliber

recognized. In 1922 the business was changed to a Massachusetts corporation.

With the death of the founder his son, Franklin W. Doliber, became president and treasurer of the company and still fills this dual role, giving his attention to the executive control of one of the largest enterprises of its kind in New England. Its product is well known as the leading infants' food over the entire world and the Mellins Food Company of North America supplies from its Boston establishment the dealers throughout the entire continent. In the upbuilding of the business Mr. Doliber instituted an advertising campaign of broad scope, and the value and worth of the product which he placed upon the market soon became so widely recognized that the business seems to have grown almost of itself. The trade is now one of large proportions and is capably conducted by the second generation of the family, the name of Doliber having continuously been associated with the business since Mellins food was introduced into the new world.

ITALIAN CHAMBER OF COMMERCE OF BOSTON AND VICINITY

Following are the by-laws and purposes of the Italian Chamber of Commerce of Boston and Vicinity:

Sect. 1—There has been organized an Association under the name of Italian Chamber of Commerce of Boston and Vicinity under the Laws of the State of Massachusetts.

The Italian Chamber of Commerce of Boston and Vicinity is an Association for the purpose of fostering trade relations between the United States of America and the Kingdom of Italy and her Colonies; to protect this trade from unlawful exactions and unjust measures; to reform abuses in such trade; to diffuse accurate and reliable informations among its Members; to adjust commercial controversies by amicable proceedings; to promote campaigns for the benefit of residents of Italian extraction and the Italian name; to honor Italian and American personalities; to maintain and enhance friendly relations among its members. The Italian Chamber of Commerce shall be non-political.

Sect. 2—Members of the Chamber may be all those firms or persons, Italian or American, that are business or professional men who shall be admitted after proper investigation concerning the standing with the applicants in relation to their application for Membership. Each Member shall pay in advance an annual fee of \$15.00, and he is entitled to vote and to be elected to office. Members also may be those firms trading in Italy that shall pay an annual fee of 200 lire, but these special members are not entitled to vote. Members shall also pay, only for the first time, an admission fee of \$5.00, which shall be placed in a special fund of the Chamber and shall be used to meet unusual expenses, necessary according

to the judgment of the Board of Directors, for the development and prestige of the Chamber.

Sect. 3—Any Member whose dues remain unpaid 30 days after the date on which they are due, shall be declared in arrears and such delinquency shall suspend his rights of Membership.

The resignation, expulsion or cancellation from membership of any member whose dues or other obligations remain unpaid, shall not relieve the said member from any of the liabilities contracted with the Chamber.

Sect. 4.—Only members in good standing shall have the right to take part in the meetings which shall be held the last Thursday in January of each year with the following order of business:

- a) Roll call;
- b) Reading of the minutes of the previous regular or special meetings;
- c) Report of the President;
- d) Appointment of 3 election officers;
- e) Opening of the poll for election;
- f) Report of the Auditing Committee;
- g) Reports of Committees;
- h) New business;
- i) Honorary membership;
- j) Election returns;
- k) Installation of the President.

Sect. 5—At the regular meeting of the members each year, there shall be elected a President and a Board of Directors consisting of 15 Members, of which the President shall be one. The Board of Directors shall serve for the term of one year, until their successors are elected. There shall also be elected three auditing Comptrollers for the same term. The business year of the Chamber shall begin on the first day of January.

Sect. 6—The Board of Directors at its first meeting, which will take place 5 days after the election, shall elect, from among its Members, two Vice-Presidents, a Secretary and a Treasurer. The President shall have the privilege of nominating from among the Directors, a Director who shall be considered of the President's Council and establish his monthly term of service. The President's Council will consist of the President or Vice-President, the Secretary, the Treasurer and a Director, who will act as an Executive Committee.

The Vice-Presidents, the Secretary and the Treasurer, shall be elected separately by secret ballot and by a majority of votes. The officers shall serve for the same term as the Board which has elected them.

Sect. 7—Special meetings of the Members may be called by the President provided previous notification is given the Board of Directors; or by the Board, by a majority of votes; or upon written request to the President by not less than one-third of the Members of the Chamber in good standing.

Sect. 8—The Board of Directors shall be responsible for the moral

and business conduct of the Chamber and it has the power to proceed to the election of new Directors who, during the year, leave office.

Sect. 9—The President shall be the legal representative of the Chamber; the Vice-Presidents shall serve in place of the President in the latter's absence. The First Vice-President has preference over the Second Vice-President. The Treasurer has charge of the funds and accounts of the Chamber. The Secretary shall keep the records of the Chamber, and it shall be his duty to see that the work of the office is efficiently carried on.

The President shall be ex officio a Member of all Committees nominated by himself or by the Members.

Sect. 10—The Auditing Comptrollers shall audit all books, accounts and vouchers, concerning the financial management of the Chamber at least once every three months, and report on at annual meeting of the Members.

Sect. 11—The income of the Chamber shall be derived from members' dues and other sources determined upon by the Board of Directors.

Sect. 12—The official documents of the Chamber shall bear the signature of the President and Secretary, or that of their respective substitutes, unless the Secretary shall be authorized by the President, or his substitute to sign himself.

Sect. 13—Amendments of these By-Laws shall be valid only when approved by the Members. Amendments may be proposed by the President or by 5 Directors, or by written request of one-third of the Members in good standing, at least two weeks before the date on which the meeting is to be held to act upon them. The order of business contained in the notice of said meeting, shall set forth the proposed amendments and no amendments shall be valid unless previously proposed and approved by the Members at the said meeting.

Sect. 14—In case of dissolution of the Chamber, all records, books, documents and funds, shall be delivered to a Liquidating Committee elected by the Members at a special meeting which shall proceed to liquidate the business of the Chamber in accordance with such instructions as shall be given at said meeting.

Sect. 15—Each retiring President, upon the expiration of his term of office, shall become an Honorary President of the Chamber during his life.

The membership regulations are as follows:

Sect. 1—Men over twenty-one years of age, interested in commercial or professional business, shall be eligible for membership.

Sect. 2.—Candidates for membership shall make written application on a printed form furnished by the Chamber and endorsed by a Member. The application, within 30 days, shall be presented before the Board of Directors which, by majority of votes, will decide to accept or reject the candidates. In case of rejection, the Chamber will not be obliged to explain to the candidate the reasons for the rejection.

Sect. 3—The admitted member, providing all fees have been paid, is entitled to all rights and to the assistance of the Chamber.

Sect. 4—If any member shall fail to pay the dues within 30 days from the notice, he will be considered delinquent and will lose all his rights to which he might be entitled.

He may resume his rights and privileges by paying all fees due, but in this case he does not acquire these rights and privileges until two months after the date of delinquency. If upon the expiration of the two months after the date of delinquency, any dues remain unpaid, the member shall immediately be dropped from the roll.

Sect. 5—The name of any Member who, through a Court decision, should be disqualified as a merchant, or should commit any other disreputable act, shall be expelled and dropped from the roll, after a decision by the Board of Directors.

If his legal status has been restored, he may be reinstated as a member.

Sect. 6—The Chamber may elect honorary Members, Italians or Americans, eminent in any field of human activity, profession or business. The election of honorary Members is voted upon by the Members assembled in general meeting after the Board of Directors has proposed unanimously the nomination.

Honorary Members are not entitled to vote or to hold office in the Chamber; they may be present at all the meetings with the right to discuss and give advice when requested.

Sect. 7—Each partnership or corporation, on being admitted as Member, shall designate its representative in the Chamber, with the right to appoint a substitute, provided proper notice is given to the Chamber. The right to vote is personal for the Member or for the representative of a partnership or corporation.

Sect. 8—At any time, at least two-thirds of the total number of the members of the Chamber, must be Italian of origin or extraction.

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Sect. 14—The meetings of the Board of Directors shall take place once a month on every second Friday. Special meetings of the Board may be held at the request of the President or at the written request of 5 Directors. In this case the date of the meeting shall be within five days from the presentation of the request.

The board of directors of the Italian Chamber of Commerce of Boston and vicinity is composed of Thomas Nutile, president, Italian Chamber of Commerce; Luigi Fiato, secretary, accountant by profession; John Cifrino, vice president United Markets, Inc.; Joseph A. Tomasello, president A. G. Tomasello & Son, road contractors; Vincent Brogna, attorney-at-law, former assistant district attorney, president, Grand Lodge of Massachusetts, Order of Sons of Italy; Zeno Arrigo Tosi, president Tosi Music Company; Benjamin Grassi, manager Boston office, M. Bernardini, bankers; J. N. Marinoni, manager, P. Pastene & Company, grocers, importers and exporters; Michael A. Trojano, superintendent Fanueil branch, Metropolitan Life Insurance Company, Boston; Elias Galassi,

president Galassi Mosaic & Tile Company; Gabriel Giarla, treasurer Tom Wilson, Ltd., clothiers; Guiseppe Guillermin, president Banca Commerciale Italiana Trust Company, of Boston; Gaitano La Marca, president Prince Macaroni Manufacturing Company, vice president of the Italian Chamber of Commerce; Abram Re, treasurer, Italian Chamber of Commerce, business—pork products; and Alfred Scaramelli, vice president Italian Chamber of Commerce, of firm of Scaramelli & Company, wholesale grocers.

Luigi Fiato, secretary of the Italian Chamber of Commerce since its organization in April, 1928, is an accountant by profession and is ex-grand master for Massachusetts of the Sons of Italy in America.

THOMAS NUTILE

Thomas Nutile, widely known as a prominent figure in business, financial and civic circles of Boston, particularly among people of his own nationality, occupies the presidency of Wilson's Furniture Company and is also the president of the Italian Chamber of Commerce of Boston. He was born in Italy, January 11, 1884, a son of John and Carela (Piscopo) Nutile, and began his education in the elementary schools of his native country. Following his emigration to the United States he continued his studies as a grammar school pupil in Boston. He gained his initial business experience in the service of the Cunard Steamship Company, Ltd., with which he became associated in 1904, when a young man of twenty years. In 1909 he entered the private banking business as a member of the Nutile-Shapiro Company and seven years later, in 1916, became president of the First State Bank, which he organized. In 1920 he aided in the organization of the Boston National Bank and became one of its directors. At this time he is a director of the Union Cooperative Bank and the Federal Mortgage and Loan Corporation and a trustee of the Columbus Savings Bank. In 1929 he turned his attention to the furniture trade, in which connection he is now at the head of a substantial enterprise as president of Wilson's Furniture Company. He is also president of the Nutile Fruit Company of Boston and has become widely recognized as a business man of marked executive ability and sound judgment.

On the 28th of December, 1916, in Boston, Mr. Nutile was united in marriage to Edna V. Bianco, who was born in this city, August 16, 1897. They are the parents of two sons: Thomas A., a little lad of six; and Le Roy J., aged one year. Mrs. Nutile is a member of the Women's Italian Club.

Mr. Nutile, as above stated, is the president of the Italian Chamber of Commerce of Boston and also has membership in the Boston Chamber of Commerce and in the Italian Chamber of Commerce of New York. In the various movements instituted for civic advancement, and particularly in matters affecting the welfare of people of Italian birth or extraction,

he manifests a keen and helpful interest. He is a director of the Home for Italian Children at Jamaica Plain. During the World war he served as chairman of the North End Liberty Loan Committee of Boston and as chairman of the War Savings Stamps drive for the North End of Boston. Fraternally he is affiliated with Boston Lodge of the Benevolent and Protective Order of Elks and with the Knights of Pythias. He is also a member of the Orient Heights Yacht Club and the Sons of Italy and has won a wide circle of warm friends in his varied associations.

BOWEN TUFTS

Bowen Tufts, vice president, manager and a director of C. D. Parker & Company, Inc., bankers at 150 Congress street in Boston, was born in Lexington, Massachusetts, June 17, 1884, a son of Albert N. and Mary (Locke) Tufts. He was educated in the grammar and high schools of Somerville, Massachusetts, and started out in banking circles as an employe in the house of Jose Parker & Company in 1899, becoming manager in 1904. He was a member of the firm of C. D. Parker & Company from 1910 until 1912 and in the latter year became vice president and manager of C. D. Parker & Company, Inc. He is also one of its directors, and as an official of this concern he ranks with the foremost financiers of Boston.

The list of Mr. Tufts' business connections includes the names of many of the foremost industrial, commercial and manufacturing interests of Massachusetts. He is vice president and a director of the Utilities Hydro & Rails Corporation, Railroad Shares Corporation, Amesbury Electric Light Company, the Athol Gas & Electric Company, the Balcom-Nashua Ice Company, the Blackstone Electric Light Company, the Central Massachusetts Electric Company, the Commonwealth Supplies Company, the Gardner Gas, Fuel & Light Company, the Lawrence Ice Company, the Marlboro Electric Company, the Marlboro-Hudson Gas Company, the Massachusetts Cities Realty Company, the Massachusetts Real Estate Exchange, the Merrimac Valley Power & Buildings Company, the Norton Power & Electric Company, the Norwood Gas Company, the Plymouth Electric Light Company, the Plymouth Gas Light Company, the Pure Ice Company, the Randolph & Holbrook Power & Electric Company, the Southern Berkshire Power & Electric Company, the Southeastern Massachusetts Power & Electric Company, the Union Light & Power Company, the Walker Coal & Ice Company, the Ware Electric Company, the Westborough Gas & Electric Company, the Weymouth Water Power Company, Winchendon Electric Light & Power Company, and the Worcester Suburban Electric Company. As vice president and a trustee he represents the Central Massachusetts Light & Power Company, the Franklin County Power Company and the Massachusetts Utilities Associates. His name appears on the directorates of the Arcade Malleable Iron Company of Worcester, the Association of Massachusetts Gas Companies, the Atlantic



BOWEN TUFTS

States Warehouse & Cold Storage Corporation, the Business Men's Co-operative Bank, the Dwight-Bridge Street Railway Corporation, the Eastern Cities Realty Company, the G. B. Theaters Corporation, the Gas & Electric Improvement Company, Jersey City Cold Storage Company, Massachusetts Electric & Gas Association, New England Cities Ice Company, New Ocean House, North Station-Parker Buildings Company, People's Ice Company, Rhode Island Ice Company, Southern New England Ice Company, Springfield Central Realty Company, Springfield Realty Company, Troy (N. Y.) Cold Storage Company and the Westchester Service Corporation. He acts as chairman of the taxation committee of the northeastern division of the National Electric Light Association and is a trustee of the Central Massachusetts Power Company, the Commonwealth Gas & Electric Companies, Lynn Realty Trust Company, Massachusetts Lighting Companies, Old Colony Light & Power Associates, National Service Companies and the Parker Building Trust No. 3.

On the 23d of September, 1907, Mr. Tufts was married to Miss Octavia E. Williams, of Chicago, Illinois, and they have four children: Mary Octavia, Bowen Charlton, David Albert and Jeanne Elizabeth. The residence of the family is in Winchester.

Mr. Tufts is a Unitarian in religious faith, and his political support is given to the republican party. His public spirit is expressed through his connection with the Hull Civic Association, of which he is president and a director, and as a director and member of the executive committee of the Boston Chamber of Commerce. He is a director of the South Shore Country Club, chairman of the Golf Committee of the University Club, is serving on the board of governors of the Belmont Spring Country Club, and also has membership in the Algonquin Club, Engineers Club, the Exchange Club and the Winchester Country Club.

CHARLES CAMPBELL BAIRD

Charles Campbell Baird, president of Baird & McGuire, Inc., doing business at Holbrook, Norfolk county, brought to his present duties and responsibilities the benefit of wide previous experience. The greater part of his life has been passed in New England, although he was born at Guorock, Scotland, January 28, 1880, a son of the Rev. John and Christina (Campbell) Baird. He attended high school in Edinburgh, Scotland, and in young manhood came to the United States. His business experience covers service as chief chemist with Samuel Cabot, Inc., of Boston, Massachusetts, from 1904 to 1914 and in the latter year he founded Baird & McGuire, Inc., for the manufacture of coal tar products at Holbrook. Throughout the intervening period he has been president of this company, which under his guidance has steadily developed its business to one of large proportions. The success of the enterprise is further indicated in the fact

that in 1924 a western branch was established through the organization of Baird & McGuire, Inc., of Missouri, of which he is also president.

On the 28th of September, 1907, in Boston, Mr. Baird was united in marriage to Miss Marion Gordon MacChlerie, who was born in Cambridge, Massachusetts, May 24, 1885, and they have become parents of three sons—Gordon, Alan and Cameron, aged seventeen, thirteen and three years, respectively. Mrs. Baird is a member of the Wollaston (Mass.) Women's Club, the Wollaston Mothers' Club and the Quincy Chapter of the Order of the Eastern Star. Mr. Baird has membership connection with various branches of Masonry, including the Royal Arch chapter and Knight Templar commandery and the Mystic Shrine. He belongs to the Presbyterian church, to the Boston Scot's Charitable Society, the Rotary Club of Braintree, Massachusetts, the Stony Brae Golf Club and the Quincy (Mass.) Temple Club, while along the line of business connection he is identified with the American Chemical Society and the Insecticide and Disinfectant Manufacturers Association, of which he was secretary in 1921 and 1922 and president in 1923 and 1924. While he has his business headquarters in Holbrook, Massachusetts, he makes his home at 73 South Central avenue in Wollaston.

HARRY WALTER COLE

Harry Walter Cole, secretary of Baird & McGuire, Inc., manufacturers of coal tar products at Holbrook, has filled his present official position since 1922, bending his energies to the further development and expansion of the trade. He was born in Frederick, Maryland, January 8, 1882, a son of William Lamartine and Ida M. (Jenkins) Cole. After attending the public schools of his native city and of Baltimore, Maryland, and graduating from the McDonogh School at McDonogh, Baltimore county, Maryland, he entered Georgetown University at Washington, D. C., his course there completing his educational training. Throughout his business career he has been largely connected with activities similar in nature to that in which he now engages. For a time he was vice president of The Kretol Company, manufacturing chemists of Washington, D. C., serving in that capacity from 1905 until 1913. In the latter year he became director of disinfectant sales for The Barrett Company of Philadelphia and New York, severing that relation nine years later to become secretary of Baird & McGuire, Inc., at Holbrook, Massachusetts, in 1922. This company is engaged in the manufacture of coal tar products, which are widely sold, and the business methods of the house are such as will bear the closest investigation and scrutiny, measuring up to the highest commercial standards. Mr. Cole became a charter member of the Insecticide and Disinfectant Manufacturers Association, of which he was president from 1919 until 1921, while since 1923 he has continuously served as secretary and has been a member of the board of governors since 1915.

At Baltimore, Maryland, February 7, 1903, Mr. Cole was united in marriage to Ada C. White, of Washington, D. C., and they are now parents of a son and a daughter: Allan W., twenty-four years of age; and Edith L., aged seventeen. Mrs. Cole was born in Baltimore, July 1, 1885. She is a member of the Quincy (Mass.) Chapter of the Order of the Eastern Star and Mr. Cole is well known in Masonic circles, having membership in Wollaston and Rural Lodges, A. F. & A. M.; Mount Wollaston Chapter, R. A. M.; Quincy Commandery, K. T.; the various Scottish Rite bodies up to and including the consistory; the Mystic Shrine and the Grotto. His religious association is with the Baptist church and his social nature finds expression in his membership in the Temple Club of Quincy, Massachusetts. His entire life has been marked by a steady progress that has brought him into prominent business connection, making him widely known as a representative of Massachusetts industries.

HERVEY J. SKINNER

Hervey J. Skinner, who is president of Skinner, Sherman & Esselen, Inc., a leading firm of chemists, of Boston, and one of the largest of its kind in the United States, has always directed his energies into the line of business which still claims his attention and the passing years have given proof of his developing powers and capability. He started out in this field following his graduation as a chemist from the Massachusetts Institute of Technology. He was at that time a young man of twenty-two years, his birth having occurred in Wakefield, Massachusetts, October 7, 1877. His father, Thomas J. Skinner, was born August 27, 1844, in Wakefield, then known as South Reading, and was the son of Thomas B. and Phebe (Smith) Skinner. He became a prominent banker and treasurer of the town. The earliest American ancestor of this family was Thomas Skinner, who was an early settler of Malden. On the maternal side Hervey J. Skinner is descended from John Brown and Harriet Green, who settled in the section of Wakefield, now known as Greenwood.

Liberal educational opportunities were accorded Hervey J. Skinner. His preliminary studies, pursued in the schools of his native town, were supplemented by a course in the Phillips Andover Academy, from which he was graduated in 1895, and then, having determined upon his course in life, he took up the study of chemistry in the Massachusetts Institute of Technology, completing the prescribed work which brought him to classification as an alumnus of 1899. He started out in the business world as assistant to Professor Arthur A. Noyes and later obtained the position of chemist with the General Chemical Company, which was followed by advancement to the assistant superintendency of the Philadelphia works of that corporation. He left the company to become associated with the firm of Arthur D. Little, Inc., of which he remained vice president for seventeen years. From 1919 until 1921 he engaged in practice

as a consulting chemist and then organized Skinner, Sherman & Esselen, Inc., one of the most important firms of industrial chemists in the country, drawing its clientage from practically all the states of the Union. The firm occupies an entire floor at 246 Stuart street in Boston, the establishment being furnished and equipped in harmony with twentieth-century ideas. Mr. Skinner has reached a high degree of efficiency in his chosen field, being accounted one of the foremost chemists in the United States.

On the 26th of October, 1904, Mr. Skinner was married to Grace May Elliot, a native of Boston and the daughter of Walter Elliot, for a number of years connected with the Henry F. Miller Company of Wakefield. Mr. and Mrs. Skinner have one daughter, Flora Elliot.

Mr. Skinner is a republican in politics and manifests an active interest in the town of Wakefield, where he resides. He was formerly a member of the water and sewerage board, having served a portion of the time as chairman. He is a trustee of the Lucius Beebe Memorial Library and also served as chairman for several years. He is also a trustee of the Wakefield Savings Bank and treasurer of the Wakefield Historical Society. Mr. and Mrs. Skinner hold membership in the First Baptist church of Wakefield and he belongs to the University Club and to the Engineers Club of Boston. Something of the nature of his recreation is shown in his connection with the Bear Hill Golf Club of Wakefield but he is even more widely known in professional circles, having membership in the American Institute of Chemical Engineers, the Chemists Club of New York, the American Chemical Society, the American Electrochemical Society and the Technical Association of the Pulp and Paper Industry. These connections alone indicate his high professional standing, resulting from a steady progress that has brought him to leadership in his field.

THE THOMPSON & LICHTNER CO., INC.

In 1894, Sanford E. Thompson started professional practice in partnership with Frederick W. Taylor, following a period of varied experience in industry subsequent to his graduation from M. I. T. in 1889.

A few years later he became associated with William O. Lichtner who had served in executive capacities in industry after his graduation from Armour Institute of Technology.

This association resulted in the partnership of Thompson and Lichtner which was later superseded by the present corporate organization, The Thompson & Lichtner Co., Inc.

From this small beginning the organization has gradually grown in comprehensiveness and prestige until it now includes six distinct divisions whose efforts are coordinated with the executive staff of its clients to produce greater manufacturing effectiveness. These divisions including Marketing; Production and Management; Cost and Accounting; Research; Industry Cooperation; and Engineering and Testing; are each

under the direction of men particularly qualified to handle their special functions.

The Marketing Division includes expert analysis of markets, selling organization, sales policies, and advertising programs; the development of improved merchandising methods, new markets, and new products; the reduction of selling costs and the development and adjustment of salesmen's compensation and territorial assignments. [T & L Marketing Service is increasing both sales and profits for many clients.]

The Production and Management Division includes constructive work in the development of balanced sales and production programs, standardized and simplified methods, planning and control of production, incentive wage methods, "work-in-process" and inventory reduction, comprehensive advice on matters of general policy, organization structure and layout, assignment of authority and responsibility, establishment of controls for the chief executive, development of budgetary control, and the coordination of all phases of operation. T & L Management Service brings a viewpoint which is not confined to isolated technical subjects and problems but which considers management problems and their relations as a whole.

The Financial and Accounting Division includes design, installation, revision or supervision of cost procedure, investigations of earning power or financial condition, preparation of audits, and tax service. T. & L. Accounting Service is designed from the standpoint of the chief executive and forms the basis for budgetary control or standard costing procedure.

The T. & L. Construction Division designs or reviews designs of structures. It supervises construction. It inspects or tests structural materials, including structural steel at mill or warehouse, and carries on field inspection. It conducts routine and special tests of concrete aggregates and designs proportions. It offers consultation on special problems relating to construction. Technical research is conducted in development of new products and improvements in industrial processes.

The Research Division includes research studies for manufacturing and merchandising groups, trade associations, and community, regional or national civic and business organizations. Studies and surveys of this character have been made for such organizations as the Hoover Committee on Elimination of Waste in Industry, the United States Coal Commission, the New England Council, and the Boston Chamber of Commerce.

The Industry Cooperation Division includes the development of active working programs for the promotion of industry education and cooperation, the elimination of destructive price cutting, the stabilization of industry profit, and in other ways establishing and encouraging industry good-will and prosperity.

For a number of years, the Boston headquarters were maintained in the Chamber of Commerce building, but in 1928 increased space was needed and the Boston office was moved to the new Statler building. A

western office also has been maintained for several years and is now located in the Engineering building, Chicago. New York business is handled through a nationally known association of manufacturers with whom the company is affiliated.

Although the T. & L. organization has served hundreds of clients in a great variety of industries during its existence, it has always followed a policy of limiting the number served at any one time to permit the close supervision of its executive personnel, believing that mass production principles are not adapted to the most effective application of professional engineering assistance.

SANFORD E. THOMPSON

One New England engineer who won the confidence of Herbert Hoover is Sanford E. Thompson, president of The Thompson & Lichtner Company, Inc., Boston. Mr. Thompson was appointed by Mr. Hoover to the advisory economic board which made the plans for President Harding's Unemployment Committee, and he was also one of the planners of the work of the Committee on the Elimination of Waste in Industry. He was one of sixteen men to write the final report, being the author of two of the chapters.

This official recognition came to Sanford Thompson as the natural reward for a long life of intensive work in the field of management engineering. This work had previously won for him the respect and confidence of his associates in his own special field. Even now he is past vice president and fellow of the American Institute of Management, a member of the American Society of Civil Engineers, the American Society of Mechanical Engineers, the Taylor Society, the American Concrete Institute, the American Society of Testing Materials, honorary member of the Instytut Naukowej Organizacji (Polish Institute of Management) and is vice chairman of the advisory group of research consultants of the New England Council.

Ogdensburg, New York, was Sanford Thompson's birthplace, February 13, 1867. His public school education was supplemented by study in Adelphi Academy, Brooklyn, New York, and in the Massachusetts Institute of Technology, from which he was graduated in 1889. The work he did during vacations, as well as the work he did in college, won the friendly interest of the teachers. Thus when Frederick W. Taylor wanted a young man upon whom he could depend for results, Sanford Thompson was recommended to him. That was a bit of good fortune. Mr. Taylor later won international fame as what was then known as an "efficiency engineer," and his young assistant profited greatly by the training given him by this master of the art of getting work done at the least cost in time and energy.

The first job under Mr. Taylor was in building a pulp mill at Madison,



Joseph W. Surpren

Maine. Here he encountered and helped to overcome the perplexing problems that always confront the construction engineer. He was then sent to Alpena, Michigan, to study the workings of a sulphite pulp mill, and remained there six months. On his return to Maine he was one of the engineers on the new sulphite pulp mill and later was one of the managers. His was no ornamental job. At one time he had charge of the digester. It then required forty-five hours for cooking the pulp. Young Thompson stayed through the forty-five hours without sleep, and then, when he felt that the pulp was not up to his standard, offered to start right in and stand another forty-five hour trick. Even then he never was unwilling to pay whatever price was demanded to get the best possible results.

When Mr. Taylor was called in to furnish new management ideas for a metal working factory in Massachusetts, Sanford Thompson went with him as a matter of course. During the next seven or eight years he worked with Mr. Taylor in many different plants and industries, paying special attention to time studies and construction work. This experience has since proved invaluable because it gave him intimate knowledge of many different industries and their problems.

In those days there were no books dealing with concrete, so Mr. Taylor and Mr. Thompson wrote "Concrete—Plain and Reinforced," which was published in 1905 and still holds its place. One result of this was that Mr. Thompson became recognized everywhere as an authority on concrete. Work poured in upon him. His decisions in concrete testing were taken as authoritative. Large engineering firms employed him to make concrete tests. It was his pleasure to be employed as consultant by the engineers who designed the new Massachusetts Institute of Technology buildings. As a result of his suggestions, based upon tests of the concrete mix, Tech walls are just twenty per cent stronger than they would have been if the engineers had not called in expert assistance. Mr. Thompson's organization continues its cement testing work down to the present day.

Mr. Thompson, with the assistance of his present partner, William O. Lichtner, and collaboration of Mr. Taylor, prepared "Concrete Costs," a subject that is just now coming into its own, the book having been written about twenty years too soon. Contractors a score of years ago were not as much interested in scientific construction as they are today.

Mr. Thompson has been a member of the Joint Committee on Reinforced Concrete since 1905. No one stands above him as an expert in this field.

Since 1894 Mr. Thompson has been in business in Boston. Ever since then he has been adding to his reputation as a management engineer. He played a lone game, with staff assistants for detail work, until he admitted William O. Lichtner to a partnership in 1917. Mr. Lichtner has proved his unusual worth to Mr. Thompson as Mr. Thompson had previously proved his worth to Frederick Taylor. In 1925 the firm was incorporated as The Thompson & Lichtner Company, Inc. They specialize

in management, research and construction engineering, maintaining offices in Boston and Chicago.

Recognized both in America and abroad as one of the foremost consultants in engineering and business management, Mr. Thompson enjoys close contacts with the leaders in industry. He wins by his quiet confidence which is based upon so many years of intensive work in so many different kinds of industries.

Although Mr. Thompson is one of the pioneers in the field of scientific management he has never permitted himself to worship continuously before ideas which were once startlingly good. In his field of work especially there seems to be nothing so constant as change. He, therefore, has adjusted himself to the needs of the times and oftentimes has done this long before that need was recognized by others.

At the present writing, for instance, he is stressing the importance of balanced sales and production programs. In the old days much attention was given to production matters and sales were permitted to take care of themselves to a great extent. Today there is nothing that requires scientific thinking more than distribution. He rejoices in being able to tell about companies whose sales he has helped increase through market analyses and the introduction of new ideas into selling organizations and policies.

Because his work calls for much traveling Mr. Thompson does not have all the time he would like for playing golf, but he is far from being a stranger on the course of the Brae Burn Country Club, of which he is a member. He also likes to join the winter excursions of the Appalachian Mountain Club. An all-day trip on snowshoes, with the noon meal eaten near a campfire, appeals to the hardy pioneer spirit in him. There is also a military chapter in his life record in that he served as lieutenant colonel in the ordnance department of the United States Army in the World war.

In spite of the fact that Thompson & Lichtner Company clients are scattered all over the country, Mr. Thompson has been one of the most active workers in New England affairs. The record of what he has done for the New England Council and the Boston Chamber of Commerce offers the best proof of his interest in all that contributes to the well-being and prosperity of New England.

OTIS CLAPP & SON, INC.

Otis Clapp & Son, Incorporated, doing business at 439 Boylston street in Boston, was established eighty-nine years ago, the company being engaged primarily in the manufacture of pharmaceutical goods for the physician trade. They maintain two laboratory buildings and conduct three retail stores, in addition to the biological and research laboratory. Their salesmen are in constant touch with the medical profession not only in

New England but in various other parts of the country, for while their goods are used to a considerable extent in eastern America, shipments are also made to various parts of the world. A professor in pharmacy, a former instructor in pharmacy, a former instructor in chemistry, a biological chemist, two graduates in medicine, two pharmaceutical chemists, nine registered pharmacists and a chemical engineer constitute a part of the staff of the company which is directing this business.

The founder of the enterprise was Otis Clapp, who had been successful in the publishing field but who decided that there was an opening in pharmacy. He was a native of Westhampton, Massachusetts, whence he removed to Boston and entered the employ of the Boston Advertiser. He afterward engaged in the publication of periodicals and books and brought forth the first Boston Directory. He was observant, however, noted business conditions and believed that there was opportunity for the successful conduct of a pharmacy in this city. He therefore established a business of that kind at 23 School street in 1840. Eighty-nine years have since been added to the cycle of the centuries and with the passing of time the business has had an interesting development. Its headquarters building is situated at 439 Boylston street, while an extensive laboratory is maintained at 344 Newbury street and branch stores at 8A Beacon street, Boston, and at 417 Westminster street in Providence, Rhode Island. However, the business was carried on at the original site for ten years, when a removal was made to No. 3 Beacon street, there continuing until 1885, when the old Albion building was torn down. After occupying adjoining property for a year a further removal was made and additional property at 10 Park square and adjoining premises on Carver street were secured, while laboratories were established on Eliot street. It was about this time that another branch store was established and in the decade of the '80s the Providence store was opened. The laboratory for research and standardization was established at 344 Newbury street in 1922 and thus the business has gradually advanced until its plant is an extensive one.

The founder of the business, Otis Clapp, not only proved a successful manufacturer and merchant but also took prominent part in public affairs, serving as a member of the house of representatives and taking active part in promoting the Hoosac tunnel. He also served as one of the aldermen of Boston, was chairman of the aldermanic board in 1860 and also acting mayor. While in the latter office he defended Wendell Phillips at an anti-slavery meeting in old Music Hall from mob violence. He also advocated the extension of street railways and it was his efforts in that connection that caused him to suffer defeat when he sought reelection. Both the Massachusetts Institute of Technology and the Massachusetts Homeopathic Hospital number him among their founders and he was one of the promoters of the Home for Little Wanderers. He labored untiringly in behalf of temperance and he filled the office of collector of internal revenue from 1862 to 1875, his commission being signed by Abraham Lincoln and now hanging in the office of his grandson.

James Wilkinson Clapp became the partner of his father, Otis Clapp,

on the 1st of January, 1874, when the firm name was changed to Otis Clapp & Son and the business of manufacturing pharmaceutical goods was taken up. In 1901 the firm was incorporated, at which time a grandson of Otis Clapp and a son of James Wilkinson Clapp, acquired an interest in the business and was elected treasurer of the new corporation, while later he was also made business manager, thus being of the third generation to direct the affairs of the house. Never does the company handle any merchandise of questionable character in any of its stores. The thoroughly reliable business policy of the house has brought to them the support of an ever increasing number of physicians and others, and throughout the eighty-nine years of its existence the business has been maintained at high standards of service and high standards in manufacture. Improvement is continually being made in the products handled and from the beginning a progressive policy has been pursued. The third generation is doing everything in its power not only to maintain the policies built up but if possible to improve upon them and meet the changing conditions in the world of trade and commerce today.

WILLIAM J. McDONALD

Much is said and much is written on the subject of adapting square pegs to round holes and vice versa, but psychologists do not appear to have addressed themselves to the topic of transforming barbers into empire builders. At the age of eighteen there sallied forth from the town of Burke, New York, with a common school education as a background, an ambitious young man who migrated to Nashua, New Hampshire, where he opened a modest tonsorial establishment, which within three years time grew to three shops. But the line of something bigger than trading on the hirsute appendages flourishing on the faces of the masculine gender was in his blood, and disposing of his barber shops, William J. McDonald, then just coming into his majority, packed up his belongings and boarded a train for Boston, where he contemplated engaging in the study of medicine. To his dismay he learned how difficult were the medical school requirements for one not possessing academic training. Of an inquiring turn of mind he looked about and observing that what Boston most needed at the time were realtors of vision and determination, he cast aside his desire to doctor the ills of mankind and resolved to devote his energies to the upbuilding of the Hub. That was thirty-six years ago and ere a score of years had passed he had become one of the best known real estate operators in the city. His progress in the field he chose should serve as an example to be emulated by ambitious young men who beguile themselves into believing that human success is achieved by sheer luck, for it was only by building on what for the moment appeared to be insignificant episodes of his early years that his rise to leadership in Boston real estate circles was accomplished.



W. M. Donald

Among the odd jobs performed by William J. McDonald following his bidding adieu to the public schools of Burke, when he was sixteen years old, was laboring on building operations. He capitalized his experience by drawing upon his practical knowledge of construction and it proved a valuable asset to him by not only contributing to a better and busier Boston, but to a more modern city with enhanced facilities for carrying on the varied activities of the Hub. Nor was his path of progress a bed of roses. In creating and executing construction policies and plans of greater import to the city and the commonwealth than those advanced by any other Boston realtor his ideas were scorned, laughed at and declared visionary by his contemporaries, but in their execution more than a hundred million dollars were expended in less than a decade in an area between Tremont street and Trinity place, bounded on one side by Stuart street and on the other by Providence street and St. James avenue.

It was he who first conceived the idea of rearing structures on the idle territory which ran from the old Park Square depot to Dartmouth street when that station was abandoned at the time the South station was completed. Mr. McDonald was instrumental in forming the Park Square Real Estate Trust, which sixteen years ago acquired the holdings of the New Haven Railroad in that area and also the property of the Massachusetts Institute of Technology. In 1915 he turned on the sunshine of a great idea and enthusiastically urged the immediate widening of Stuart street, which, when accomplished, proved to be as he had prophesied it would, a wonderful civic betterment to the private property located adjacent to it, to the general public and to the business interests of Boston. Long since there have been paid back in betterments and taxes more millions of dollars than the job cost. Every twenty-four hours twenty thousand automobiles pass over this great artery that had its genesis in his brain. To bring this movement to fruition it was necessary to secure the approval of the Massachusetts legislature, and in this field Mr. McDonald employed his diplomatic and persuasive powers in such a way as to add lustre to his record.

In 1915 the Park Square Real Estate Company made its first sale to the John Hancock Life Insurance Company. But Mr. McDonald's dream of a new Boston business center did not come true over night. Following the erection of the Paine Furniture Company's building, the original four-story John Hancock Insurance Company structure and the first Salada Tea Company building, he startled Bostonians by announcing that there would be erected on St. James avenue, covering the entire block between Arlington and Berkeley streets, the largest office building in New England, six hundred feet long, seventy-five feet wide and eleven stories high. Predictions freely followed that it would be McDonald's elephant and that it would not all be rented until it was ready to be torn down, but shop talk of this kind did not deter him and he went forward and built it. The Associated Industries of Massachusetts was the first tenant to sign a lease for space in the Park Square building and the decision of that organiza-

tion influenced other large tenants to do likewise. Before the building was completed it was ninety per cent rented.

Mr. McDonald next turned to the problem of making the entire Park Square district as famous as Boston Common. He induced the late E. M. Statler to buy the site of the Statler Hotel and the Statler building and when the lease prohibiting the erection of structures in Boston of more than one hundred twenty-five feet in height prevented the new owner from proceeding with his plans, Mr. McDonald ironed out the legislative situation by sponsoring a new law which when passed obviated the difficulty and permitted buildings to rise one hundred fifty-five feet into the air, as well as allowing for an excess over this maximum in the set-back style of architecture. He projected and built the Metropolitan building, in which is located one of the largest theaters in the country, and the largest in New England, and where his offices are located.

Mr. McDonald induced the city of Boston to erect its Back Bay police headquarters, at the corner of Stuart and Berkeley streets. He fostered the movements that led to the erection of the Pettingell-Andrews building, the Boston Consolidated Gas Company's great structure, the new Motor Mart, the largest garage in the world, the big addition to the Salada Tea Company building, the new Burdett Business College headquarters, the Y. W. C. A. building at Stuart and Clerendon streets, the new Back Bay post office, the new University Club, and he witnessed in 1927 the addition of four stories to the John Hancock building, all of these structures, with the Park Square building and the Paine building, representing an expenditure of close to one hundred million dollars, an amount which undoubtedly is greater than has been poured into an acreage of comparable size in any city under the sun in the same number of years.

It has become an axiom in Boston that sooner or later his plans, which at first blush seem so tremendous and impossible of accomplishment, eventually come to pass. If the Hub possessed twenty men of his calibre, vision and ability the city of New York would be but a mere tank station and the colossus of the middle west, Chicago, would still be the grazing pasture for Mrs. O'Leary's cow, as compared to what greater Boston would be were all of this man's plans and policies to be carried out at once.

Mr. McDonald's latest large business venture is in connection with the Boston Port Development Company, of which he is president. This corporation owns about one-half of the island of East Boston. He is a director of the Atlantic National Bank, the Boston Real Estate Exchange the Massachusetts Society for the Prevention of Cruelty to Animals, the Automobile Mutual Fire Insurance Company, the Metropolitan Driving Club, the Automobile Mutual Liability Insurance Company, the Beacon Mutual Fire Insurance Company, the Grain Dealers Mutual Fire Insurance Company, the Real Estate Corporative Bank, vice president and director of the Massachusetts Real Estate Exchange, president and director of Boston Metropolitan Buildings, Inc., trustee of the Liberty Trust Build-

ings and of the 148 State Street Trust and vice president of the Massachusetts Bay Tercentenary, Inc.

Like almost all busy men, Mr. McDonald has had a hobby since boyhood, and even in his earlier years he never hesitated to exchange two hours of hard work for a twenty-minute drive with a good horse. Thus he is found to be many sided, and as such he has become one of the best known reinsmen in New England. He has held the double team driving record for the New York State Fairgrounds, at Syracuse, the track record at the Brockton Fairgrounds, and several others. He is president of the Junior League of American Driving Clubs, comprising units all over New England, and in New York and New Jersey. Horses, being his primary recreational interest, keep him in town in the summer period, since his own large string of racing equines is quartered at the stable of the Metropolitan Driving Club on Memorial Drive, Cambridge. He has taught his four grandchildren from four to eleven years old how to ride. Each of them rode a horse just about as soon as he or she began to walk. Each has a pony and the older ones have already ridden in many horse shows. Mr. McDonald is so proud of them that he keeps in his office an enlarged photograph some three feet long showing the four arranged by age on successively larger and larger ponies.

As an example of his sticking to business it is interesting to note that while a dozen years or more ago he made a trip around the United States for the purpose of ascertaining what was transpiring elsewhere, he has not been away from Boston for more than ten days at a time since. Because of his constructive ability, his farseeing plans and his service as a go-getter, some persons who have read of his triumphs have almost come to doubt his physical existence as he seems to have almost the necromancy of a fictional Aladdin and his trick lamp, but he exists in flesh and blood as Boston's foremost realtor and constructive force.

In 1891 Mr. McDonald was married to Maud A. Severance of Chelsea, Massachusetts, and they have one daughter, Vera M., now the wife of Winthrop R. Scudder, who is associated with Mr. McDonald in business. Mr. and Mrs. Scudder have four children: Sally, Betty, Winthrop, Jr., and William McDonald Scudder.

SAMPSON & MURDOCK COMPANY

Although the last edition of the Boston Directory (1929) was numbered CXXV, the history of the present publishers, as an unbroken sequence, goes back only to 1846. The need of systematic information about people had made itself felt as early as 1789, however, when John Norman issued the first Boston Directory. This was one of the first directories in America, being antedated only by Philadelphia in 1785 and New York in 1786.

Norman's little paper-covered book of fifty-six pages presents an inter-

esting comparison with the directory of today. It contained fourteen hundred and seventy-four names, grouped alphabetically by first letter only. While he picked some representative citizen to head each letter, as "Adams Samuel, Hon. Winter street" or "Hancock John, manufacturer, governor, Beacon street," the rest simply took their chances, and Paul Revere appears as a simple goldsmith, half way down the Rs.

One effort was evidently enough for Norman, the next directory being issued by John West, a bookseller, in 1796. West published several editions and was followed by a number of other publishers at irregular intervals until Charles Stimpson, Jr., a bookbinder, began annual publication in 1820. In 1846 an innovator, George Adams, entered the field. He had previously been a hatter, but he appears to have had ideas. He introduced the classified business directory, and much miscellaneous information, not previously found in directories. From his first issue we learn that Boston had "Twelve acres daily of newspapers. Eight hundred and eleven trees on the Common. Two thousand people arrive and depart daily by trains. About two thousand wells in Boston, of which the number whose water will wash with soap is seventy-five. Fifteen thousand, seven hundred and seventy-four families do their own household work, etc." Adams' work evidently scooped the field, for the next year Stimpson sold him his interest in the directory.

Adams had a genius for organization and system. For years he had charge of numbering streets, enrolling the militia, recording school children and taking the census. His introduction of the Classified Business Directory laid the economic foundation for the modern directory, making it "The common intermediary between Buyer and Seller." Wendell Phillips wrote of him, "* * * he may be said to have created the system of directories, which he extended over this whole section of the Union; with rare enterprise and consummate skill, systematizing the whole business, till it ministered in a most unexpected degree, to the convenience of the whole North."

The history of this company from its beginning by George Adams, is typical of many New England concerns. Young men entered the business, worked up, were admitted to partnership, left their impress on the product and the surrounding good-will, and passed on. George Sampson entered Adams' employ in 1848, was admitted to a partnership in 1858, and the business was carried on as Adams, Sampson & Company. In 1863 Orlando H. Davenport, who had been employed for several years, was admitted to a partnership, but the firm name was not changed until after Mr. Adams' death, becoming Sampson, Davenport & Company, in 1866. William E. Murdock, who commenced directory work in 1866 after his discharge from military service in the Civil war, became a partner. Upon Mr. Davenport's retirement in 1884, the name was changed to Sampson, Murdock & Company. The company was incorporated in 1903 as Sampson & Murdock Company, with Mr. Murdock as president, in which position he continued until his death in 1918. In 1867 Charles DeWitt Marcy entered the employ of the firm and was admitted to partnership in

1883. Upon incorporation he was made treasurer, was elected president in 1918, and served in that capacity until his death in 1925. He was followed by his son, Grosvenor D. Marcy, the present president of the company, who had entered its employ in 1907, serving in successive capacities as canvasser, office assistant, secretary, assistant treasurer, treasurer and president.

The business has been expanded to include city directories for fifty cities in New England and New York state. The New England Business Directory has been issued regularly since 1852. This is a complete business directory of the six New England states, with a separate section for each state, and containing over three hundred thousand listings. In addition to the complete listings under the classifications, much more detailed information is given about the larger manufacturing concerns.

A more recent addition to the list of publications is the Directory of Massachusetts Manufacturers, undertaken at the suggestion, and compiled under the editorial supervision of the Associated Industries of Massachusetts. This book gives detailed information concerning all manufacturers in Massachusetts, the data being arranged alphabetically, geographically, by classification, and by trade name of products. It may be said to serve as a condensed and cooperative catalog to promote knowledge and use of Massachusetts products. The company also publishes the Boston Blue Book, House Directories of several cities and many street guides and maps.

In general, it may be said that the business of this company is to gather, compile and publish information about people, places and things, to facilitate personal and business intercourse, and to promote the prosperity of the territory covered. The long and successful life of the concern would indicate that it has served and is serving a useful purpose.

GROSVENOR DEWITT MARCY

Grosvenor DeWitt Marcy, president of the Sampson & Murdock Company of Boston, directory publishers, became identified with this business as an employe in 1907 and during the intervening period has steadily worked his way upward to a place of executive control. He was born in Boston, October 3, 1883, a son of Charles DeWitt and Sophia (Hilliker) Marcy. In 1901 he completed a course in the Mechanic Arts high school and then entered the Massachusetts Institute of Technology, from which he was graduated with the Bachelor of Arts degree in 1905. Early in his business career he was engaged in manufacturing and erecting conveying and elevating machinery, but since 1907 has been closely identified with the publication of directories as a representative of the Sampson & Murdock Company, becoming its president in 1925. He is also a member of its board of directors and his activities have featured largely in the success of the business in recent years. In addition he is a director

of the Newton National Bank of Newton, Massachusetts, and a director of The Price & Lee Company of New Haven, Connecticut.

On the 16th of October, 1909, Mr. Marcy was married to Miss Helen F. Carter, who was born August 10, 1887, in Boston, and they have become the parents of four children: Richard, Constance, Oliver and Jeanne. Mr. and Mrs. Marcy are affiliated with the Newton Highlands Congregational church. He is a member of the University Club of Boston and the Dalhousie Lodge of Masons. His military record covers service as a captain in the Morale Branch of the General Staff of the United States Army during 1918 and 1919. He has conscientiously discharged the duties and obligations of citizenship, while his record as a business man is a notable one, indicating what may be accomplished when effort and ambition combine.

TOLMAN PRINT INC.-UNIVERSITY PRESS

For fifty-four years Tolman Print Incorporated ranked with those individual business houses that have helped to make fine printing one of the leading industries of Massachusetts and this part of the country. The business had its inception when in 1875 Fred Sawin Tolman, in a rear room of his father's clothing store in Brockton, Massachusetts, set up a small second-hand job press and with some type began printing calling cards, business cards and stationery. By personal calls and through small advertisements inserted in such magazines as existed at that time he obtained his patrons. Brockton was at that time the center of the shoemaking industry of the country and when the young printer called upon the shoe manufacturers he obtained orders for business. Moreover, he brought out a new idea in connection with the trade—that of assisting his advertisers in building up their business. He noticed that cartons of shoes were sent out without any manufacturer's stamp upon them and began printing shoe-carton labels, which are now universally used by shoe manufacturers, wholesalers and retailers. He saw that this would constitute a feature of advertising for the houses thus represented and he felt that if their business could be increased his own would thereby be benefited, as more printed labels would be demanded. As the shoe manufacturing industry in and near Brockton grew, the Tolman print shop also grew. As fast as possible the proprietor increased its equipment and the craftsmanship was always kept at the highest standard. After printing labels for a time he began soliciting orders for shoe catalogues and folders and thus developed the advertising printing branch of the business. As the number of customers for advertising material increased, and their demands for exclusive and distinctive ideas multiplied, the Tolman Company met them by adding experienced creative men to the staff, engaging the best obtainable art and design talent, while proper diversification of printing effects for competing customers was secured in the purchase of the newest and best type faces.



Harold Tolman

Commercial photography and photo-engraving were closely studied that illustrations might add to the value of their advertising literature. Novel illustration ideas were developed by the staff to such an extent that Tolman printing presently became notable for the versatility and general excellence of its typographic and pictorial features, and today its production of advertising material comprises the broadest range of catalogue, booklet, display sign, broadside, and novelty-design work. Long ago the plant began to specialize in high-grade color printing and today their patronage in this department covers a very wide territory.

Another element in the success of Tolman Print Incorporated was its plan to render professional service to patrons by assisting them in studying their business problems and supplying the correct advertising and other merchandising treatments for their solution. The company is again and again called upon to render to leading business men its counsel in their most important sales deliberations and the formulation of their plans.

In the year 1929 came the merger with the University Press, which is the outgrowth of the first print shop established in America in 1639. Its story constitutes the history of the development of printing in the new world. It was the Rev. Jose Glover who obtained a small hand press and a limited supply of crude types with the purpose of employing the technical abilities of Stephen Daye and his son, Matthew, and opening the first printing establishment in this country, but he died on the voyage from England to America in 1638. His widow, however, carried out her husband's plans and Stephen Daye and his son accordingly opened a little print shop in Cambridge, Massachusetts. The first products of this plant were the famous "Freeman's Oath," "The Whole Booke of Psalmes" and the Almanac of 1639. The widow of the Rev. Jose Glover subsequently married President Dunster of Harvard College and this inevitably made the little shop the printery for the college pamphlets and other writings. Eventually its ownership and direction came largely under the direct supervision of that institution and thus in time the name University Press was adopted. After ten years the business was taken over by Samuel Green and under his management, by act of the Massachusetts legislature, was taken over formally by Harvard College. It was Harvard that in 1659 set up the famous "Indian College" department and presently there issued from the print shop the historic "Indian Bible," compiled largely by the Rev. John Eliot. There is creditable evidence that there is a lineage directly traceable from this first American print shop to the business that was organized in 1800 and operated independently and continuously from that time on under the name University Press, with William Hilliard as its first proprietor. Always preserving its identity and moving steadily and continuously forward in the printing art, the Press passed through the one hundred and twenty-nine years of its second illustrious epoch and then merged with the Tolman Print Incorporated. In the meantime it had flourished under several proprietorships, Eliab W. Metcalf having become an associate of William Hilliard in 1808, when a removal was made from what is now Hilliard street to Arrow street in Cambridge. Five years later

Charles Folsom, librarian of Harvard University, came into the organization and was responsible for the material development of the plant in its book printing department, for he produced there nearly all the textbooks used at Harvard and managed the publication of numerous volumes in Hebrew, Latin, Greek and modern languages. In 1842 Charles R. Metcalf, Omen S. Keith and George Nichols became owners of the business and a year later were joined by Marshall T. Bigelow. In 1859 the University Press was the property of Welch, Bigelow & Company. For thirty years, dating from 1865, the most notable book publishing of the University Press was done, as here were brought out in Cambridge editions the works of Longfellow, Holmes, Emerson, Hawthorne, Whittier, Thoreau, Agassiz and Mary Baker Eddy, who in 1875 published her first edition of "Science and Health with Key to the Scriptures."

In 1879 John Wilson & Son of Boston purchased the University Press and subsequently Charles E. Wentworth entered the firm. Under this leadership the business was reorganized in 1895 and, requiring larger quarters, an extensive model plant, known as the "University Press Building," was erected just beyond Brattle Square. This has become the home of the Tolman-University Press. The latter, like the Tolman establishment, has always kept in the forefront of printing progress. It installed the first Adams press and the first Hoe stop-cylinder presses brought to America. The Press was also the first printing establishment in New England to use individual electric motors in operating its presses after electricity became available for commercial use. It was also a pioneer in cooperating with paper-making houses to produce improved print stocks. In fact there have been few forward steps made in the printing business in New England in which the Press has not been a leader.

By the merging of the Tolman Print Incorporated and the University Press a great operating unit has been created in the printing business in New England. Its qualifications for fine producing and the skillful handling of sales are not excelled throughout the entire east. In the art of letter-press printing each company had attained notable distinction and each, in an unusually high degree, had introduced advanced methods of scientific selling. The consolidated organization's sales staff management and membership include men who have had long personal connection with various businesses. They make intense and exhaustive professional surveys of the business of many customers, and with conspicuous success are creating specialized advertising and other merchandising means for increasing the sales of their clients. Their patrons include many manufacturing concerns and other business and service institutions of regional and national prominence. While the activities of the company hitherto have been largely confined to letter-press or type printing, the new corporation is meeting the demand for lithographic printing and has secured the most modern machinery and expert operatives for producing it. Thus the business is being constantly expanded in purpose and scope and under the leadership of F. Harold Tolman, president and treasurer of the company, there is no doubt as to the future of the enterprise that has been

built up and which, added to its historic background, has a wealth of experience and knowledge from which to draw. Mr. Tolman has been general manager of the business since 1914 and he is also vitally interested in the affairs of the Home National Bank of Brockton, as well as the Brockton Fair. He is well qualified to guide the destinies of the combined printing enterprises now under his control, and the future promises further success by reason of the large list of important clients and by reason of the progressive attitude which features every phase of the business.

A. MERRIAM COMPANY

The A. Merriam Company is the name of a partnership concern of South Acton composed of F. A., W. T., H. A. and H. W. Merriam, engaged in the manufacture of piano stools, chairs and benches, in which connection a business of large proportions has been created. The enterprise was established in Meriden, Connecticut, in 1870, by Asaph Merriam, who in 1887 removed to South Acton after a severe fire loss in Meriden. The story of the development of this enterprise is a most interesting one.

Asaph Merriam, a lifelong resident of New England, was a son of Solomon and Minerva (Rice) Merriam. He was born in Meriden, July 13, 1845, and acquired his education in the schools there. He was married in his native city to Miss Harriet E. Savage and in 1892 he established his home in South Acton. After the loss of his first wife he married Miss Harriet Jones of this place. He had received his early training as a carpenter and builder and in his youth worked along that line but later was employed by a piano stool manufacturer and while thus engaged formulated a plan whereby he might go into business for himself. This he did, founding the establishment which is still carried on by representatives of the family.

His identification with the manufacture of piano stools and benches at South Acton dated from 1887, at which time he joined C. W. Chadwick, who was operating a factory of that kind. Four years later, or in 1891, he purchased the business from Mr. Chadwick and admitted his two sons, F. A. and W. T. Merriam to a partnership under the firm style of the A. Merriam Company. He brought to the conduct of the business a thorough and comprehensive knowledge of the trade, acquired while he was manufacturing piano stools in his native city, where he had begun business at the age of twenty-five years. He established the enterprise upon a quality basis and adhered to that rule of manufacture throughout his entire career. In the early days he personally visited the trade and gained a wide acquaintance throughout New England. He easily made friends and this quality brought to him a substantial busi-

ness as the years passed on. Following his removal to South Acton he made steady progress as a manufacturer and developed a large plant, which consisted of four and five story buildings devoted entirely to manufacturing purposes, with a smaller building used exclusively for the offices of the firm. Each floor of the operating plant was planned with regard to efficiency in production, and woodworking machinery of the most advanced type was installed throughout. Power is obtained from an adjoining building and all of the machinery throughout the entire factory is thus operated. Excellent shipping facilities are provided by means of a side-track from the Boston & Maine Railroad.

While active in the conduct of his manufacturing interests, Asaph Merriam also conscientiously discharged the duties and obligations of citizenship, serving as a selectman for three years, and at the time of his death, which occurred October 13, 1923, when he had reached the age of seventy-eight years, was a member of the finance board of the town. For a number of years he was a deacon in the South Acton Congregational church, in which his funeral services were held when his life's labors were ended. The business which he had established was then continued by his sons and now the third generation of the family figures in the successful conduct of this enterprise.

His eldest son, Frank A. Merriam, was born in 1870 and came to South Acton with his father, with whom he became associated in business, giving the greater part of his time to factory production. He first married Bertha Jones and they became the parents of a son, Harold A., and two daughters, Irene and Florence A. Merriam, who are engaged in teaching and reside at home. Following the death of his first wife, Frank A. Merriam was married to Miss Nellie S. Whitney. He is a Congregationalist in religious faith and belongs to the Masonic order. He served as president of the Acton Agricultural Association, a body which annually holds a two-day fair, featuring concerts, parades, equestrian shows, mercantile exhibits and in the main agricultural products. Mr. Merriam now serves on the board of directors of the Association.

William T. Merriam, who was born in 1874, entered his father's business in early life and has since been active in the organization, spending considerable time as a representative of the house upon the road and also looking after the office end of the business. In 1894 he married Elizabeth B. Whittemore, and they became the parents of three children: Herbert W., Mrs. Bertha Deane and Viola I. Merriam, the last named being at home. Since the death of Asaph Merriam, the founder of the business, the two grandsons have become associated with their respective fathers and are now partners in the enterprise. William T. Merriam served on the school committee of Acton and takes a keen interest in the welfare and progress of the locality in which he makes his home. He and the two grandsons of the founder are members of the Masonic fraternity.

Not all days in the history of the A. Merriam Company have been equally bright. At times storm clouds seemed to be gathering and disaster threatened. There have been unavoidable losses and since the fire in the

plant on December 27, 1895, the company has spent much time in preparing and building suitable places in which to manufacture piano and organ stools. The various steps in the progress of this undertaking are easily discernible. The water privilege was purchased about five or six hundred rods east of the former plant and the tract acquired included about seventeen acres of land, three houses, two barns and a shop, thirty by fifty feet. The second step was the repairing of this shop, after which to the south of it was erected a brick building for a dry kiln and engine, boiler and shaving rooms. Further advancement was made with the erection of an adjoining building, forty by sixty-four feet and four stories in height, extending to the sidetrack from the Fitchburg Railroad. In this building the first floor is used for cutting up stock, which is brought in on cars from the dry kiln, and from this room the stock is taken to the floor above by elevator, this floor being the mill room. The second and third floors are used for finishing the stools ready for the stock room and these are taken on trucks to the stock room in the upper story of the old shop. The plant is run by a separate water-wheel, put in for that purpose, which furnishes very steady light at a small expense, and the water-wheel also supplies the power for operating all machinery and for the fan for the common sense kiln drying plant, which is considered the best apparatus for drying lumber yet known. The heating was started with two forty horse-power boilers and the company also had a fifty horse-power engine ready for use in case of low water in summer. The present power plant is equipped with a one hundred and fifty horse-power boiler of the latest type and a one hundred and twenty-five horse-power Brown Engine. The entire shop is protected from fire by the Grinnell sprinkler system, the water being obtained from a tank in the top of the stair and elevator tower, which is twenty feet above the roof of the building and holds fifty-six hundred gallons of water. There is also a rotary pump, which is operated by a water-wheel that can be started from outside the shop in case of fire, and in addition, the mill is piped to the town water supply receiving water under high pressure.

The office, in a separate building one hundred feet from the main shop, is connected with the various floors by telephone and speaking tubes. The whole plant is carefully arranged for the work and is considered the best factory that could be procured for the business.

Nearness to the lumber district, cheap power, a low rate of insurance and excellent railroad facilities enable the A. Merriam Company to manufacture on as low a basis as anyone in the country. The interests of the house have been safely safeguarded in every particular so as to give the best possible service to patrons and the methods of freight shipment have been cited by railroad companies as superior to those of other plants.

Genuine progress has been made in the methods of manufacture and in the line of goods turned out. In the early days in which the A. Merriam Company operated the stools were upholstered with either carpet, silk or fur and were invariably decorated with hanging fringe, and these

popular models were carried by the leading piano and organ merchants throughout the country.

In a recent contest conducted by a prominent piano manufacturer to find out who was the owner of its oldest piano, one of these antiquated stools was brought to light and found to be in excellent condition—a decided tribute to the quality of the product. These in time gave way to the wooden stool with a wooden seat and the piano bench next followed, in both of which lines the A. Merriam Company brought out a product unsurpassed in that style. Today the Merriam benches represent the newest development of the company in bench production. The factory at South Acton is devoted exclusively to the production of piano benches, chairs and stools and the highest standards have been maintained, the four partners in the enterprise giving personal supervision to every department of the factory and to the conduct of the business which they have made their life work. The Merriam benches, stools and chairs are today finished like high-grade pianos, to which they are an artistic accompaniment.

JOSEPH GORDON RAY

Joseph Gordon Ray, of Quincy, president of the Ray Cotton Company, an enterprise that has been controlled by three generations of the family and is one of the chief business concerns of this kind in New England, was born in Franklin, Massachusetts, in 1879, a son of Edgar K. and Margaret (Smith) Ray, the former a native of Franklin, Massachusetts, and the latter of Fitchburg, this state. His early education was acquired in the common schools and afterward he spent three years as a student in the New York Military Academy at Cornwall, New York, and four years in Tufts College, from which he was graduated with the class of 1902. He also studied for one year in the Columbia Law School but was obliged to abandon the course on account of his father's illness. His father was a builder of electric railways and was engaged in the construction of the electric line from Woonsocket to Providence, Rhode Island, at the time of his death in 1906. Joseph G. Ray then took up the work, which he completed, after which he sold all of the street railway interests with which his father was connected to the New York, New Haven & Hartford Railway Company. The business with which he is now associated—that of handling cotton waste, was established by his grandfather, James P. Ray, at Woonsocket, Rhode Island, in 1835. Later the grandfather established cotton mills at Putnam, Connecticut, and Woonsocket, Rhode Island, and woolen mills at Franklin, Massachusetts, the latter now a part of the property of the American Woolen Company. James P. Ray and Edgar K. Ray also built all of the street railways around Woonsocket. It was with the cotton waste business that Joseph G. Ray became associated following the disposal of the street railway properties and has developed an enterprise



Joseph E. Ray

of extensive proportions. In 1920 he organized a cooperative association for a group of cotton mills, centered around Providence, for the purpose of handling and merchandising their waste products, and during the first year about eight million pounds were handled through this association. Something of the continued growth of the undertaking is shown in the fact that in 1928, for a group of twenty corporations, about twenty million pounds of waste were handled. The Ray Cotton Company attends to all purchases, has complete management of the product and through cooperative buying and selling saves to the mills about thirty-three and one-third per cent over the prices which formerly could be obtained by the mills when they sold their waste on the old contract method independently. At that time it was the only successful cooperative company doing business in New England. Mr. Ray is a firm believer in this kind of business organization and many of the mergers and the consolidation of interests which have come into being in recent years have resulted from an observation of the successful working of the plans which he instituted. Two years ago this cotton waste association purchased the old mill of B. B. & R. Knight at Hebronville, where all of the waste of the association is concentrated for the purpose of grading and packing. In addition Mr. Ray operates a plant in Augusta, Georgia, handling waste for fifteen corporations in that section of the country under the same cooperative plans as developed along this line he has become identified with other important in the east. In addition to the extensive business which Mr. Ray has financial and commercial interests. For many years he has been president of the Citizens National Bank of Woonsocket and at one time he was a director of the Elm Farm and C. Brigham Milk Company of Boston. About 1910 he purchased an entire township sixty miles north of Bangor, Maine, at which time the headlines in the newspapers there announced "Another Massachusetts Sucker Caught." This so thoroughly aroused Mr. Ray that he decided to develop there a successful lumber business. In connection with the development of the project he built a steam railroad eight miles long and organized the Ray Lumber Company, building mills for the manufacture of both hard and soft wood lumber. He continued his operations there for seven years and then sold out to the Woodstock Lumber Company.

During the Spanish-American war Mr. Ray attempted to join the Roosevelt Rough Riders but was rejected on account of an imperfection in eyesight. He has never failed in his duties of citizenship and for several terms served as one of the selectmen of Franklin, Massachusetts, where he made his home for many years. He still has membership in the Masonic lodge at Franklin. His attention naturally, however, has concentrated upon his business affairs, which have been extensive and important. He is a thorough believer in coordination and cooperation and these have been most valuable factors in the attainment of the substantial and gratifying success which has crowned his efforts. He has the ability to bring seemingly diverse elements into a unified and harmonious whole and in the management of his interests has succeeded in producing maximum results

at a minimum expenditure of time, labor and material, which is the basic quality of all success.

Mr. Ray was united in marriage to Bessie Henderson Kent, of Holbrook, Massachusetts. They reside at 147 Samoset avenue in Quincy.

LEO L. LEY

Leo L. Ley, treasurer of Fred T. Ley & Company, Inc., well known contractors of Springfield, was born February 18, 1879, in the city which is still his home, and is a son of Frederick William and Martha (Hallenstein) Ley. At the usual age he entered the public schools, completing his studies in the high school as a member of the class of 1898. When his textbooks were put aside he became associated with Fred T. Ley & Company, Inc., a general contracting concern which was founded in 1893 by his brother, Frederick Theodore Ley. The latter is president, while another brother, Harold Alexander Ley, is vice president. In the official capacity of treasurer, Leo L. Ley is contributing in substantial measure to the success of the business, which is now one of substantial proportions, the company having been awarded many important contracts for the building of steam and electric railways and hydro-electric developments and commercial buildings of all kinds. In addition to his activities in the industrial field Mr. Ley is identified with the Third National Bank & Trust Company of Springfield.

Mr. Ley was married in Springfield in August, 1908, to Lovira Tait and their children are Robert, Douglas, Gordon and Allyn B. In his fraternal relations he is a Mason, belonging to the blue lodge at Springfield, and he is also identified with the Nayasset Club and the Longmeadow Country Club. He likewise has membership in the West Massachusetts Engineering Society. What he has accomplished represents the fit utilization of his innate talents and powers.

CAROLYN LAVERS

Carolyn LaVers, founder and promoter of the letter shop business that is conducted under the name of the LaVers Company, housed in the Park Square building of Boston, was born in Fitchburg, Massachusetts; is a graduate of the Fitchburg high school and of the Fitchburg Normal School of the class of 1905, and for five years she engaged in teaching, holding her first position in Millbury, her second in Natick, Massachusetts, and the last in New Bedford. She then pursued a business course in the Massachusetts College of Commerce and started out in the business world as secretary and stenographer for William Lambert Barnard and William H. Vincent, Boston lawyers, with whom she remained for two

years. Later she did statistical stenographic work for Merrill, Oldham & Company at 35 Congress street and for three years was private secretary to Frank A. Merrill.

It was in 1913 that Miss LaVers entered upon an independent business career as a public stenographer at No. 6 Beacon street, Boston, doing court reporting, reporting hearings and other such work. During the first few years she did the official reporting for the state board of conciliation and arbitration, going about the state as official stenographer and reporting hearings on industrial labor disputes. She considers this period of three years her most valuable training for business, due to the fact that she gained an insight into industrial relationships which fitted her as nothing else could to successfully conduct a business so far as it pertains to employment.

Later, when it became apparent that the need for public stenography was less, due to changing conditions, as business men were hiring their own stenographers instead of sending the work outside, Miss LaVers installed multigraph equipment and the equipment for addressing envelopes rapidly and merged her interests into what became known as the LaVers Company, conducting a letter shop business. When the Park Square building broke ground in 1923 the LaVers Company was a pioneer in that section and started a branch office in the new mammoth building. In 1924 a branch office was opened in the Chamber of Commerce building at 80 Federal street. At present the business is located in the Park Square building, where the company occupies five offices on the second floor, with the branch office at 80 Federal street. The patronage has grown each year, the business increasing in volume and importance until it is now one of gratifying proportions, being the direct outcome of the persistent effort, capable management and keen insight of the founder.

Miss LaVers belongs to the Advertising Club of Boston, to the Direct Mail Advertising Association, to the Associated Advertising Clubs of the World, to the Bolyston Street Association and to the Associated Industries of Massachusetts. She deserves much credit for what she has accomplished, for her initial capital was earned through her own labors and her business has developed through the wise use of her innate powers and talents.

McCALLUM HOSIERY COMPANY

The history of the silk hosiery industry in the United States is practically the story of the development of the business of the McCallum Hosiery Company of Northampton. Its founder, Alexander McCallum, was a man of forcefulness, possessed of marked initiative and enterprise, and his plans were carried forward to successful completion. About forty-five years ago, in Holyoke, Massachusetts, he began experimenting in

the manufacture of full-fashioned silk hosiery, which had up to that time been made almost exclusively abroad, and in order to carry out his plans it was necessary to obtain skilled workers from England, France and Germany, as American knitters could not be secured, and machinery was imported from the same countries. The first machines knit but one stocking at a time and more of these were imperfect than perfect, but Mr. McCallum persevered. He had originally been proprietor of a small retail store on Main street in Northampton and while conducting this business he formed the acquaintance of William Constable, an English expert in the manufacture of silk hosiery, who had been employed by Belding Brothers of Northampton to operate a small hosiery manufacturing plant for them. He was desirous, however, of establishing business on his own account, and persuaded Mr. McCallum to invest in the enterprise, with the result that a small room was rented for the purpose. One of the early difficulties was a fine assessed by the government, which claimed that expert workmen had been imported from Europe illegally. This was followed by a law suit, which was finally settled in favor of the company. In those early days Mr. McCallum would visit New York and buy a bale of silk, which was all that the firm could secure through cash or credit. When the firm succeeded in producing a hose that Mr. McCallum believed would be a good seller, he would take it to New York as a sample and would often secure an order—to return and find that instead of making the same style hose as the sample, his associate in business had been carrying on further experiments instead of manufacturing to meet the order that Mr. McCallum had secured. Thus it was that the business was never on a sound financial basis between 1883 and 1897, but in the latter year Mr. McCallum sold his interest to his partner. Believing still that silk hosiery could be manufactured at a profit, he associated himself with the Belding Brothers as manager and director of their silk hosiery department and within a short time he had taken over the business under the name of the McCallum Hosiery Company, combining it with the business of what had previously been the McCallum, Constable Company. The amalgamated concern operated in what is now called No. 1 mill in Northampton and from time to time, in order to meet the demands of an increasing trade, additions were built to the mill, which was equipped with electricity and with the best machines obtainable—machines that knit twelve stockings at a time. Later on machines were installed knitting fourteen stockings at once, and now the machines in use knit twenty and twenty-four stockings at a time. Up to 1907 sixty per cent of the output was sold to a jobbing house in New York that placed its own brand on the hose, but at that date the McCallum Company put its own salesmen on the road, selling direct to the retail store, this proving a wise move.

In the endeavor to make his company the leader as well as the pioneer of the hosiery industry, Mr. McCallum was constantly ordering new machinery—machinery which had never been built before, the cone winding machine being one of these developments from the McCallum mill. Many

of the ideas which he gave to the machine builders are now commonly built in all new machines sold.

Many times since the early days the company has been forced to increase its capacity. Beginning with a small mill in Northampton, the organization has grown steadily to its present size, with its main mill in Northampton increased in size and capacity many times larger than the original plant. There are also two plants in Florence, a Northampton suburb, one in Philadelphia and a small plant in Holyoke, Massachusetts, and in the three groups of mills today one thousand people are employed.

Early in 1925 an expansion program was started which is still in progress. The capacity of the three knitting mills has been greatly increased by the addition of many new machines and every pair of McCallum stockings is manufactured in a McCallum owned mill. By consistent programs of national advertising the name of McCallum on hosiery has come to be considered a hall-mark of fine quality and the slogan "You Just Know She Wears Them" is equally well known.

In the upbuilding of this great enterprise Mr. McCallum instituted certain policies to which the company has always strictly adhered. At the beginning he knew the selling end of the business and he soon familiarized himself with the operating end. He gave to his office associates and his employes certain principles. He said: "Never mind what the other fellow is offering; sell your own goods, for if you put the same time and thought in your own work that you do in the other fellow's, you will make a better salesman or a better workman." To his fellow executives he said: "Show no preference to your trade, or your help, but try and work with those that work with you." To his employes he said: "I shall be more pleased to give you more pay than you would be to receive it, but you must earn it." He made the Golden Rule one of the strong forces in his business success and the policy which he instituted has been carried on. Mr. McCallum passed away in October, 1919. The work was continued by others and today the large interests of the McCallum Hosiery Company are wisely directed by George Bliss McCallum, as president and treasurer and Oliver B. Bradley as assistant treasurer and secretary. Both are excellent executives and under their guidance the business has continued its steady growth until its trade relations now cover the entire country.

WALTER J. RAYBOLD

Walter J. Raybold, president of the Rising Paper Company at Housatonic, Massachusetts, also has the distinction of having been chosen the twenty-first president of the American Paper and Pulp Association. He was born in Lanesboro, this state, and has devoted his entire life to the paper manufacturing industry. The company of which he is the head

was organized in October, 1928, as the successor to the B. D. Rising Paper Company, formed in 1899, at which time he was invited to join its forces, and remained an important factor in the notable success of the concern until the business was taken over by the new organization—the Rising Paper Company.

The plant of the Rising Paper Company is located in the Berkshire hills, which for a long time has been the center for the manufacture of the highest grades of writing and specialty papers. The specialties of this company are rag papers divided into the following classes—bonds, linens, ledgers, wedding Bristols, index Bristols, stationery and announcement papers.

Possessing a complete and comprehensive knowledge, based upon long and sound experience, of the American paper industry, Mr. Raybold has been called upon to render manifold service to the industry. For two years he was president of the Writing Paper Manufacturers Association and was chosen the twenty-first president of the American Paper and Pulp Association. His contributions to the development of the trade and to the elevation of its standards have been important.

Mr. Raybold's activities also cover a wide scope in other connections. He is a director of the Berkshire Life Insurance Company at Pittsfield, is a director of the American Paper Exports Association of New York and of other important organizations. He is likewise a vice chairman of the general board of the national council of the Young Men's Christian Association, which indicates his deep interest in the physical, mental and moral development of the youth of the land.

JOSEPH B. ELY

Joseph B. Ely, an attorney of the firm of Ely & Ely of Springfield and also associated with the law firm of Ropes, Gray, Boyden & Perkins of Boston, was born in Westfield, Massachusetts, February 22, 1881, a son of Henry W. and Sarah B. Ely. At the usual age he became a pupil in the public schools of Westfield, passing through consecutive grades to his graduation from the high school with the class of 1898. He then entered Williams College and won his Bachelor of Arts degree in 1902. With broad literary learning to serve as the foundation on which to rear the superstructure of professional knowledge, he became a law student at Harvard and was there graduated in 1905. Admitted to the Massachusetts bar in 1904, he became a member of the firm of Ely & Ely and has practiced in that connection to the present time. This is regarded as the leading law firm of Springfield and is accorded an extensive clientele. Mr. Ely is also connected with the law firm of Ropes, Gray, Boyden & Perkins of Boston and is ranked with the capable and prominent members of the bar of the state.

At Westfield, Massachusetts, on the 1st of May, 1906, Mr. Ely was



Joseph B. Ely

united in marriage to Miss Harriette Dyson and they have one child, Richard. Mr. Ely belongs to the Westfield lodge of Elks. He served on the exemption board during the World war and he filled the office of district attorney of Hampden county from 1915 until 1919. He formerly served as chairman of the appropriations committee of Westfield and as a member of the high school building committee. His interest in community welfare has been manifest in many tangible and helpful ways and he is highly regarded as a citizen as well as a representative of the legal profession.

ERNEST LINCOLN COOK

It is given to few men to so fully realize their boyhood dreams and their ideals of early manhood as it was to Ernest Lincoln Cook, a citizen of Bridgewater, where he is widely known as the founder and owner of the E. L. Cook Brick Company. Generations before his ancestors had become factors in the substantial development and progress of this state, for he was a direct descendant of Walter Cook of the old and honored Weymouth-Mendon family, who in 1643 settled at Weymouth, since which time his descendants have played an important part in shaping New England's history. Walter Cook became a freeman in 1657. He and his two brothers were numbered among the first settlers of Mendon, where he was granted an original forty-acre lot with all its rights to future divisions of common, by virtue of which he and his sons became large landowners in various parts of the town, especially in the eastern section adjacent to Bellingham, Wrentham and the Rhode Island line.

Deacon Nicholas Cook, son of Walter Cook, extended his possessions into Bellingham, where he served as deacon in one of the oldest Baptist churches of New England. His son, Elder Josiah Cook, was the first pastor of the Six Principle Baptist church of Cumberland, Rhode Island. Deacon Abner Cook, son of Elder Josiah Cook, was born in Cumberland, Rhode Island, and worshipped in the church there of which his father was pastor. The Ballous and Cooks were main pillars in that ancient society and built the famous old edifice known as the Ballou meeting-house.

Horace Cook, son of Deacon Abner Cook, married Lucretia Bates and lived in West Wrentham, Massachusetts, spending his entire life on the Cook homestead where today his great-great-grandchildren are living. Here Deacon Amory Bates Cook was born and lived until he married, when he removed to North Bellingham in 1837. His last days were spent in the home of his son, Levi Albert, at Milford. Rev. Adin Ballou was a very close friend of this branch of the Cook family and a connection by marriage. In speaking of them he once said: "The whole family have exemplified their reputable intelligence, enterprise, industry, frugality and moral rectitude."

Levi Albert Cook was for many years an active business man in Milford, owning and operating the E. A. and L. A. Cook Coal Company. His son, Ernest Lincoln Cook, was born in Milford, July 22, 1865. The mother, Mrs. Sylvia (Holbrook) Cook, was a daughter of Hypsa Freeman and Lyman Holbrook of Bellingham, Massachusetts. In the public schools of Milford, E. L. Cook acquired his education and while a high school student decided to make brick manufacturing his life work. His Saturdays were spent in the employ of his father in connection with the coal and builders' supplies business. One Saturday morning, hurrying to work before daylight, he fell over a pile of brick that had been dumped on the frozen ground the night before. Later in the day he remarked to his father: "Sometime I am going to own a brickyard and make brick." Like many parents of that day, his father had a decided opinion as to what his son should do and replied: "If you do not go into business with me, you must learn a trade." So when his high school days were over, Ernest L. Cook was apprenticed to the machinist's trade in the Rhode Island Locomotive Works, serving for four years. He then began installing machines in the cotton factories of New York and New England for George Draper & Sons of Hopedale but never relinquished his early determination of some day engaging in the brick business.

After a few years spent with George Draper & Sons he worked in various brickyards in order to learn the practical processes of brick-making and at the end of two years had gained a thorough knowledge of the business. He then began systematically searching for the right location for his yard, spending the summer of 1891 in tramping over the country, boring for clay and considering the purchase of available yards already in operation. At length he began drilling for clay among the rich beds of clay deposits along the Taunton river, finding on the site of the present plant of the E. L. Cook Brick Company an almost inexhaustible supply of good clay, while nearby cities and large towns assured him of an excellent market. Mr. Cook purchased the old Lewis Alden farm, extending from Titicut street to the Taunton river, consisting of partly cleared and partly wooded land. He erected a portable sawmill and converted the timber into lumber to be used in the construction of the kiln sheds and machinery buildings. The wood was cut and left to season to be ready to use in burning the first kiln of brick.

In the spring the kiln grounds were laid out. In excavating, the remains of an old brickyard were unearthed which must have been in operation at least a half century before, as the trees growing over it were of that age. A road was laid out to the main highway and after the selectmen were convinced that Cook's brickyard had come to Bridgewater to stay they voted to accept the street and called it by his name. A spur track was built to the Old Colony Railroad, the kiln sheds were constructed, brick machinery was installed, drying grounds dug out, filled with clay and rolled, and the minor equipment was prepared. In an incredibly short time Mr. Cook's determination and ability resulted in hav-

ing the yard in operation and it has since been continuously productive. The following year a steam dryer was installed that production might be less effected by inclement weather and frost. At first there were about twenty-five men employed, but as almost every operation was done by hand it soon became necessary to secure a hundred or more men in order to meet the demands of the growing business.

In 1908 the plant was nearly destroyed by fire. The kiln sheds, dryer and all adjacent wooden buildings were completely destroyed, but the brick engine house, and the engine were unharmed. The shed over the brick machine was of wood and was burned too badly to be repaired, but the machine was left unharmed. The fire started at six o'clock in the afternoon and burned and smouldered all night. At six o'clock the next morning Mr. Cook, with characteristic courage and determination, called the men together and told them the yard was going to run that day. The foreman replied: "But the drying yard is covered with wreckage and still hot," whereupon Mr. Cook said: "Set every man to scraping the yard, and as soon as they have a space cleared let the machine gang and the truckers get to work." The men caught the spirit and a creditable day's work was accomplished. In a few days the contract was given out for new sheds and new dryer, the latter to be built of brick.

Probably no business has gone through more radical changes during the last fifteen years than has the manufacture and marketing of brick. Fewer men and more intelligence in their work is necessary to meet the new order of things. Where once employes lived near the works in houses provided by the company, they now live in nearby villages or on small farms and drive to their work in their own automobiles. New brick machinery now takes the place of the man labor of twenty years ago. For some years the clay was dug by hand and drawn by horses to the brick machine; now a steam shovel and cable cars accomplish the same thing. Where once the bricks were trucked to the open yard by men with wheelbarrows and spread out to dry, they are now conveyed on pallets by cable to racks where they are dried and later taken on cars to the kiln shed, where they are set into kilns ready for burning.

Once it was necessary to provide at least five thousand cords of wood for burning one year's output. This became increasingly difficult and expensive as the years went by, and the local supply became depleted. Crude oil has been substituted and has proved another man-saving device. It is brought in oil tank cars and put into a storage tank from which it is piped to the kilns, and about fifteen thousand gallons of oil will burn five hundred thousand brick.

Until the advent of motor trucks the trade was essentially wholesale. Deliveries were made by freight and horse-drawn trucks to take the brick from the freight cars to the jobs. Now motor trucks back up to the kiln, where the bricks are loaded and taken directly to the contractor, who can thus regulate his supply to suit the masons. Before, there were always demurrage, delays, adjustments of freight rates and uncertain deliveries.

The output now from one machine is fifty thousand per day, the machine men getting through at three o'clock.

With the new methods of burning and a more thorough study of clays and their possibilities, many new styles of common brick are being produced to meet the recent demand for variety in color, shape and texture. Today brick must be adaptable to individual tastes and needs to gain favor with the architects and owners. The square architecture of factories and apartment houses of twenty years ago has given place to the more modern buildings, with their individuality and variety in structure, that are so charming today.

During the thirty-eight years that the E. L. Cook Brick Company has been in business it has ever been alive to the changing demands of the trade to exemplify the motto that Mr. Cook adopted when he sent out his first car-load of brick—"Quality and Service." This has stood the test of time and is still the slogan of the present administration.

Mr. Cook was ever alert to every new method or change that would add to the efficiency of his plant. He early recognized the advantage of giving his goods an individual marking and adopted as a trade-mark the letter C in a diamond-shaped frame. Since then the Diamond C building brick have become well known in the building trade and almost every town and city in southeastern Massachusetts and the state of Rhode Island has buildings bearing this mark in their walls.

His foresight, good judgment and executive ability gave him a place among the successful and progressive business men of his town. A loyal and patriotic citizen, no appeal for welfare work ever went unanswered. He was a friend to the children and young people and never lost his interest in their activities. When the coal supply for the schools gave out during the war he gave the supply that had been allowed him for use in his business, with the remark that children were of more importance than brick. Fraternally Mr. Cook was an active member of Fellowship Lodge, A. F. & A. M., of Bridgewater; Brockton Council, R. & S. M.; Bay State Commandery, K. T., of Brockton; and Aleppo Temple of the Mystic Shrine of Boston. In politics he was a stanch republican and for many years an active member of the republican town committee. Although often sought to assume public office, he preferred to work on special committees. An active member in the First Congregational-Unitarian church, he seldom missed a service until ill health necessitated conserving his strength in every way. For many years he served on the parish committee and was treasurer of the permanent parish funds.

In 1896 Mr. Cook married Georgiana Wrisley. They became parents of three children: Sylvia, Alice Rice and Ernest Lincoln, Jr. In 1900 he purchased the Latham residence on Summer street, remodeled it to suit the needs of his family, and here lived until his death except for the seasons spent elsewhere in trying to regain his health. On February 26, 1928, he passed away, keeping his undying spirit of courage to the last. Since his death the management of the business has been in the hands of a board

of directors of which Mrs. Cook is president. In the death of Ernest Lincoln Cook, Bridgewater lost one of her foremost citizens. In his life he exemplified the possibilities for individual achievement. Step by step he advanced to a high place in manufacturing circles and in the regard of all who knew him, and the story of what he accomplished should serve as a source of inspiration and encouragement to others, illustrating as it does the results of unfaltering purpose intelligently directed.

HERBERT PARKER

Herbert Parker was born in Charlestown, Massachusetts, March 2, 1856, son of George A. and Harriet Newell (Felton) Parker. His parents removed to Lancaster, Massachusetts, soon after his birth, of which town he has been a resident to the present day. He received his early education from tutors and in private schools. He was graduated from Harvard College, with the degree of A. B. as a member of the class of 1878, and in the year 1905, Tufts College conferred upon him the degree of LL. D. He studied law in the office of the late Senator George F. Hoar, at Worcester, and was admitted to the bar in 1884, since which time he has been engaged in the active practice of the law in Clinton, Fitchburg, Worcester, and later at Boston. In 1886 and 1887, he served as associate justice of the second district court of eastern Worcester, following which service he was appointed assistant district attorney of Worcester county. He was later elected district attorney of that county, constituting the middle district of the commonwealth, and, in the year 1900, he was elected attorney general of Massachusetts, in which capacity he served the state for four years. At the expiration of this service as attorney general, he established an office for the practice of law in Boston, where his chief professional activities have since been centered.

He was a member of the Massachusetts Constitutional Convention in 1917 and 1919; and a member of the Central Legal Advisory Committee for Selective Service, also of the Permanent Legal Advisory Board No. 14, and an enlisted man in the Massachusetts State Guard, during the World war. He has been for a long time, trustee of Clark College and of Clark University, at Worcester, a director of the State Mutual Life Assurance Company, of Worcester. He is first vice president of the Bar Association of the city of Boston and is chairman of the Massachusetts Bay Colony Tercentenary State Commission, and a member of the board of trustees of Public Reservations, and of the committee on needs and uses of open spaces. He has, in former years, served as president of both the Massachusetts Bar Association, and of the Worcester County Bar Association. He is a republican, a Unitarian. He is a member of the Union Club, the Tavern Club and the Harvard Club of Boston, and of the Worcester Club, of Worcester; a member, also, of the Boston Society of Natural History, the American Ornithologists' Union, the Nuttall

Ornithological Club, the New England Historical Genealogical Society, the Medico-Legal Society of Massachusetts, and the Sentinels of the Republic.

On September 22, 1886, he married Mary Carney Vose, of Lowell, Massachusetts.

FRANK IRVING COOPER

Frank Irving Cooper, of Boston, is an architect with a record of outstanding achievement. His activity has not only had to do with the planning of buildings but has compassed the study of improvement from the standpoint of sanitation, utility and beauty and the results achieved have been far-reaching. Mr. Cooper was born in Taunton, Massachusetts, May 8, 1867, a son of Joseph J. and Mary A. (Nichols) Cooper. He was graduated from Chauncey Hall School of Boston in 1885; then took up the study of civil engineering under Harry Keith of Bridgewater, Massachusetts, an ex-government engineer, and studied architecture under Henry Van Brunt of Boston. He obtained his initial business experience as superintendent and representative of Shepley, Rutan & Coolidge, architects of Boston, at their Pittsburgh office. From 1890 until 1894 he practiced his profession in Pittsburgh, Pennsylvania, and then returned to Boston, where he has since remained, the intervening period of thirty-five years marking his steady professional rise. His business has for a long period been carried on under the name of the Frank Irving Cooper Corporation, of which he is president, and something of his prominence in professional circles is indicated in the fact that he was chosen as architect for the Presbyterian church at Coropolis, Pennsylvania; the Bristol county courthouse at Taunton, Massachusetts; the Clark Pathological Laboratory of Amherst Agricultural College; Historical Hall at West Bridgewater; the public library at Medford; libraries at Georgetown and West Boylston; Fairbanks Memorial Hall of Ashburnham; the dormitory of Cushing Academy at Ashburnham; and the dormitory and administration building of Deerfield Academy. His schoolhouse plans include high schools and junior high schools in New Brighton, Pennsylvania; Adams, Arlington, Attleboro, Beverly, Bridgewater, Brockton, Lexington, Longmeadow, Malden, Peabody, Quincy, Rockland, Stockbridge, Wakefield, West Boylston and Somerville in Massachusetts; Stratford, Enfield, and Weaver and Bulkeley high schools in Hartford, Connecticut; Bennington, Vermont; Lancaster, and Claremont, New Hampshire; Farmington, Maine; and Colt Memorial high school at Bristol, Rhode Island; with more than one hundred grade schools. The Morgan Gardner Bulkeley high school, costing one million, eight hundred thousand dollars, the newest of the school buildings of Hartford, Connecticut, is the latest word in schools in the New England states. It includes three units, the academic section, the auditorium and the gymnasium, these units being used as a whole or as separate factors to educational and



Frank Irving Cooper

community work. Physical culture now finds place in school programs so that the gymnasium and its shower and dressing rooms are as much in use as class rooms. Mr. Cooper has been a disciple of use of school buildings in out-of-school hours for community occasions, lectures, concerts, public meetings, etc., and all his later plannings have included equipment that will fit the auditorium (and the gymnasium as well) for community purposes. This is notable in the Bulkeley auditorium, which has seats for an audience of twelve hundred. The Longmeadow junior high school, Longmeadow being a suburb of the city of Springfield in western Massachusetts, is an unusual building, the architecture of which, colonial in style, was based on the design of the first school building in Longmeadow.

Mr. Cooper furnished plans for eleven school buildings for the Argentine government. He also executed models of model schoolhouses for the United States Bureau of Education, which were on exhibit before the International Congress of Hygiene and Demography at Washington, D. C., in 1912, and he made similar models for the Canadian government in 1914. He was a delegate to the Fourth International Congress of Hygiene at Buffalo, New York, through appointment of Governor Foss, in 1913, and he won the gold medal for designs for school buildings in the Jamestown Exposition in 1907. The work of few men of his profession has been so thoroughly characterized by advancement and improvement as has that of Frank Irving Cooper. His achievements are outstanding by reason of the many new and practical ideas which he has introduced, working ever toward a point of one hundred per cent perfection. He is a member and has served on the council of the American Society of Heating and Ventilating Engineers and has been the president of the Massachusetts Society of Heating and Ventilating Engineers. He is a life member of the National Education Association and for seven years served as chairman of the national committee on school-building standardization, making efficiency analyses of some two hundred and fifty school buildings. He has written extensively on municipal planning, on safe and sane schoolhouses and kindred topics and no man speaks with greater authority along these lines, his opinions carrying weight wherever he is heard or where his articles are read. His model schoolhouse for the state of Massachusetts was executed in 1926. Following the fire at the Peabody school he was appointed chairman of the Massachusetts state committee on safeguarding school buildings. He prepared a digest of state laws in the United States on the planning and construction of school buildings which was afterwards published by the Russell Sage Foundation and by the United States Department of Education. His published writings include articles on municipal economies, schoolhouse planning, school grounds, increased use of the schoolhouse plant, heating and ventilating, fire protection, safety to life, waste elimination and cooperation of school officials with architects.

Politically Mr. Cooper is a stanch republican, while his religious faith is that of the Episcopal church. He is a life member of the Old Bridgewater Historical Society and of the Old Colony Historical Society. He

belongs to the Boston Chamber of Commerce and was chairman of its committee on city and metropolitan planning. He has membership in the Boston City Club, the Hartford City Club and the Hartford Club and he is a Royal Arch Mason. His activities, however, have been directed mostly along the line of professional and municipal progress and his contributions to advancement in these fields are most important. He has been chairman of the planning board of Wayland, Massachusetts, and of the school committee; has also served on the town water board and the finance committee, and is a member of the National Association for the Study of the Platoon School Organization. He is chairman of the committee on safety to life of the building exits code committee of the National Fire Protection Association and a member of the special committee appointed by the United States Public Health Service to improve the ventilation of the Senate Chamber and the House of Representatives in the capitol at Washington.

On the 16th of October, 1890, Mr. Cooper was married to Miss Anna Wellington Sawyer, of Bridgewater, Massachusetts, and their children are: Edward Irving, Frank Lakelin, and Gregory. The family residence is at Wayland, Massachusetts. Mr. Cooper maintains offices in Boston, at 172 Tremont street, and in Hartford, Connecticut, at 410 Asylum street.

EDWIN C. GILBERT

Edwin C. Gilbert, general manager of the Chapman Valve Manufacturing Company at Indian Orchard, was born in Bennington, Kansas, October 13, 1881, a son of Adolph W. and Sarah M. Gilbert. He entered Yale University as a medical student, winning his professional degree in 1906. At Bridgehampton, Long Island, he opened an office and became well established in practice there between the years 1911 and 1917. In the latter year, however, he abandoned his professional career to become connected with the Chapman Valve Manufacturing Company, of which his father is the president. The son is now general manager and has proven most competent in gathering up the details of the business and coordinating interests so as to produce a unified and harmonious whole. The plant is operated in a most systematic manner and agreeable relations are maintained with the trade, for it is the policy of the company to at all times fully meet the wishes of patrons, recognizing the fact that satisfied patrons are the best advertisement. Mr. Gilbert is not only a director of the Chapman Valve Manufacturing Company, Inc., but is further identified with industrial interests as a director of the Cheney-Bigelow Wire Works and the Perkins Machine & Gear Company.

On the 17th of February, 1920, at Jacksonville, Florida, Mr. Gilbert married Elizabeth Corbett and they have three children: Jenn, Sarah and Elizabeth. His World war experience covers service, beginning in December, 1917, with the Medical Corps of the United States Army. He

was discharged in May, 1919, holding the rank of captain. He is a member of the Sag Harbor Masonic lodge and is vice president of the Springfield Chamber of Commerce, taking a keen and active interest in furthering the purposes of that organization and thus contributing to the business development and civic progress of the city.

GEORGE GRETOREX ROBERTS

George Gretorex Roberts, whose business record covers more than a half century's identification with the tack industry, is still active in control of an extensive and successful enterprise of this character as treasurer of the G. G. Roberts Corporation of Whitman, manufacturers of tacks and small nails. He was born in Philadelphia, Pennsylvania, June 1, 1857, his parents being Captain George G. and Josephine (Huckel) Roberts, who were natives of Wilmington, Delaware, and Philadelphia, Pennsylvania, respectively. The male representatives of the Roberts family for many generations have followed the sea, and the great-grandfather, grandfather and father of Mr. Roberts of this review were sea captains. His father was commander of the Venice and Cordelia, vessels which sailed to all foreign ports.

George G. Roberts, the immediate subject of this article, is the only representative of the Roberts family who entered commercial life. In the acquirement of an education he attended a boarding school and the Friends' Select School of his native city, and when a youth of fifteen he went to sea on the brig Louis C. Madeira. He was a sailor on the Wyoming, one of the Cape line of packet ships, and on the bark Jane Adeline, remaining at sea from October, 1872, until March, 1875, when the accident of a broken leg changed the course of his life. He entered the employ of the J. R. Bunting Bedding Company, engaged in the manufacture of mattresses at Philadelphia, Pennsylvania, and in October, 1878, began work for the Pennsylvania Tack Works at Norristown, with which he continued for a period of six years. At the time of his resignation from the latter concern in 1884 he was presented with a valuable gold watch. Having determined to embark upon an independent venture, he became a member of the firm of Weaver & Roberts and as such conducted a jobbing tack business in Philadelphia and Norristown until 1889. In that year he became Philadelphia agent for Dunbar, Hobart & Company, which he thus represented until the consolidation of five companies now known as the Atlas Tack Corporation. Mr. Roberts was thereafter identified with the Shelton Tack Company of Connecticut from 1900 until 1904, when in association with Benjamin Hobart he formed a corporation known as the Benjamin Hobart Company and began the manufacture of tacks in the old plant of Dunbar, Hobart & Company at Whitman, Massachusetts. In September, 1911, Mr. Roberts purchased the interest of Mr.

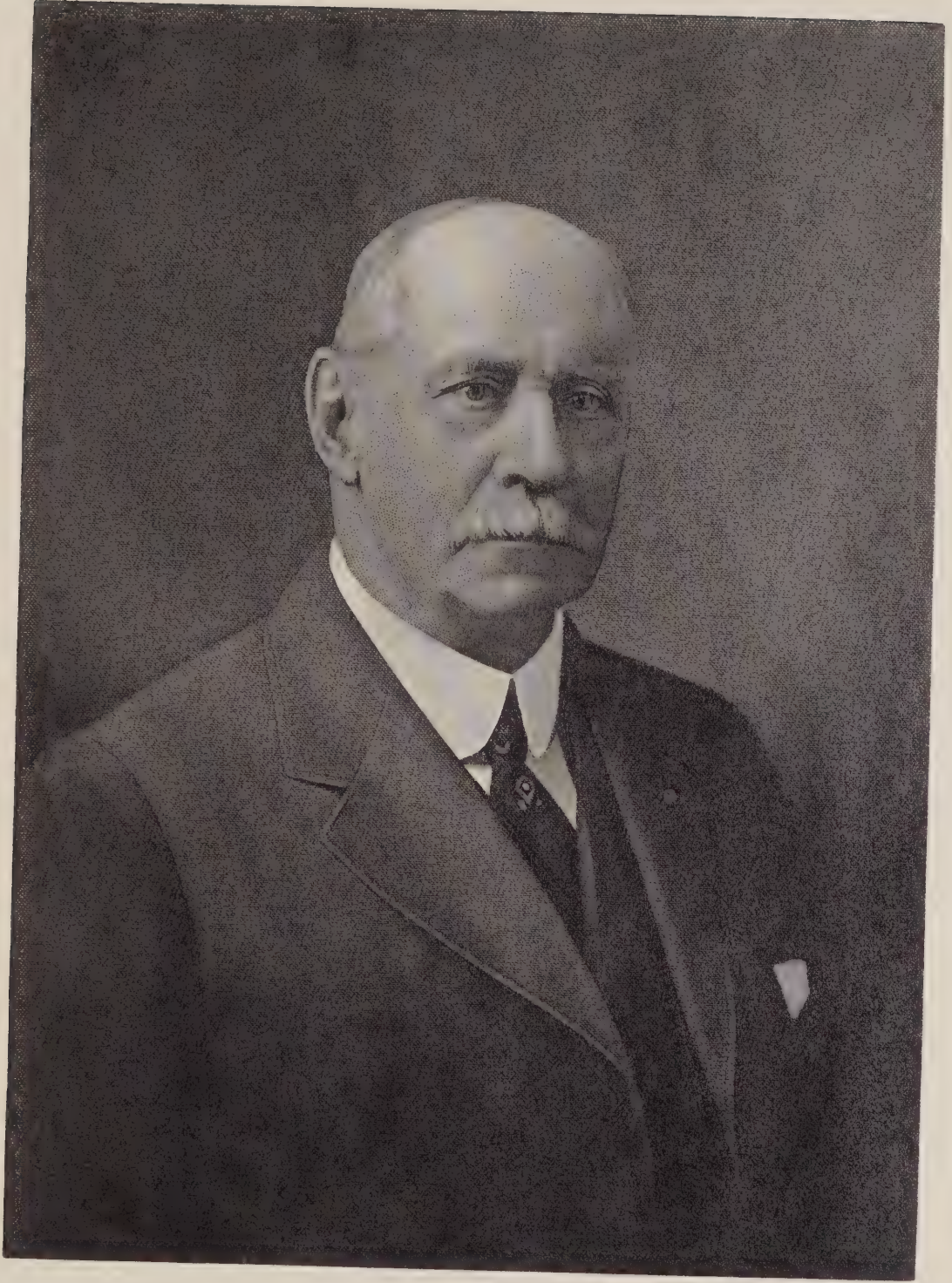
Hobart and continued the business under his own name, while since its incorporation in 1913 the enterprise has become widely known as the G. G. Roberts Corporation. Moreover, in 1916, Mr. Roberts acquired the property of the Whitman Manufacturing Company. About forty people are employed in his plant and under his wise and capable management the business has grown steadily with the passing years. It is worthy of note that the G. G. Roberts Corporation of Whitman owns the smallest chartered railroad in the United States, connecting with the New York, New Haven & Hartford. On the 18th of October, 1928, at the Harvard Club of New York, Mr. Roberts was the guest of honor at a luncheon given by representatives of the tack industry throughout the United States in commemoration of his fifty years' connection with the business and was presented with a very handsome traveling bag.

On the 19th of April, 1884, Mr. Roberts married Miss Fannie J. Sager, who passed away in January, 1904. They became the parents of three children, two of whom survive: Eleanor, the wife of Charles S. Kendall; and George G., Jr., who is president of the G. G. Roberts Corporation. The latter served overseas during the period of the World war and was chief machinist's mate on the scout cruiser Birmingham. Mr. Roberts was again married on the 14th of June, 1905, and resides with his wife at Wollaston, Massachusetts. Active in club affairs, he has membership in the Boston City Club and is also interested in all manly sports. Though now past the Psalmist's allotted span of three score years and ten, he is still an active factor in the world's work and well deserves mention among the prominent representatives of industrial interests in his adopted state.

A. W. ESLEECK

So valuable has been the contribution of the Esleeck Paper Mills to the development and progress of Turners Falls that no history of the community would be complete without reference to this industry, which was established by the late A. W. Esleeck in 1900. It was not his initial experience in paper manufacturing, for he brought with him the knowledge and skill gained through previous years of experience in that field.

Mr. Esleeck was a Texan, his birth having occurred in Galveston on the 28th of March, 1848, and he died at Greenfield Massachusetts. His parents were John Read and Ruth (Perry) Esleeck. His father was a contractor and builder who removed from the south to New England during the infancy of his son. The latter early started out to make his own way in the world, securing a clerkship in a wholesale boot and shoe store in New York city. He afterward went to Holyoke, Massachusetts, becoming associated with the Valley Paper Mills of that place in the capacity of book-keeper, while subsequently he was chosen treasurer of the company. In 1888 he entered into a similar association with the Beebe & Holbrook Company, with which he continued for ten years, and in 1898 he purchased



W. Esser

the business of the Nonatuck Paper Company, which he afterward sold to the American Writing Paper Company. He became interested in Turners Falls in 1900, believing this to be an ideal place for a mill location, and in the same year organized the Esleeck Paper Mill, which through the intervening period has grown to extensive proportions, becoming one of the important industries of this character in Massachusetts. The plant with its complete renovation of the buildings represents today the up-to-date product of that manufacturing concern, the present buildings covering approximately one hundred and twenty thousand square feet of floor space. The equipment includes the latest improved machinery, the power being controlled by steam, water and electricity, and the mill turns out a high grade of onion-skin paper in the various trade colors, the output having increased from five thousand to fourteen thousand pounds daily. This splendid industry, which is the means of support for many families in the vicinity, is a monument to the industry and genius of Mr. Esleeck. The fact that he worked his way upward from the bottom of the ladder to the top rung of success meant not only his own substantial prosperity but it meant an understanding and a sympathy with his workers which he ably demonstrated by his generosity to his employes in many and diverse ways. Aside from his paper manufacturing interests he was a member of the board of trustees of the Mechanics Savings Bank of Holyoke and a director of the Franklin County Trust Company of Greenfield, Massachusetts.

Mr. Esleeck was married twice. His first wife died, leaving a daughter, Ruth Trask, who is now the wife of Professor Loring H. Dodd, of Clark University at Worcester, Massachusetts. On the 15th of September, 1910, Mr. Esleeck married again, his second wife being Martha J. Robins, a daughter of Henry Ephraim and Martha (Bird) Robins, of Rochester, New York.

Fraternally Mr. Esleeck was connected with the various Masonic bodies and took a deep and helpful interest in the Holyoke Young Men's Christian Association, having served as president thereof at the time of the completion of the new building. In 1900 he was elected a member of the Massachusetts state legislature. He rendered valuable service to his community in many ways, giving earnest and intelligent support to projects for the public good, and was well known for his many philanthropies, so that he holds an honored and esteemed place in the memory of his former employes, the community and his constituents.

JORDAN MARSH COMPANY

The name of the leading retail dry goods house of Boston, the Jordan Marsh Company, is known from coast to coast. Its founder was Eben Dyer Jordan, born in 1822, a descendant of the Rev. Robert Jordan, of the Church of England, who in 1640, having quit his calling, acquired land and

became a merchant and planter of the Spurwink river settlement in Maine. Various of his descendants have been merchants. Eben D. Jordan, however, was born and worked upon a farm to the age of fourteen years, but he cherished the desire of becoming a merchant. He started out, however, by working as a farm hand in Roxbury for four dollars per month, but after two years he became errand boy in the store of William P. Tenney & Company of Boston. He was nineteen years of age when Joshua Stetson, a merchant, offered to set him up in business for himself and in 1841 he opened his first store in a small way on Hanover street. The firm of Jordan Marsh Company, distinct from Mr. Jordan's private enterprise, was started in 1851 as a partnership with Benjamin L. Marsh, doing a wholesale and jobbing business on Milk street in Boston. The firm name was originally Jordan & Marsh, but in 1852 Charles Marsh and others were admitted to partnership and the name of Jordan Marsh & Company was assumed, this being continued until May, 1901, when it was changed to Jordan Marsh Company, although the Marshes were no longer connected with the business. In 1861 the company purchased the retail store of George W. Warren & Company at 450-460 Washington street with eighty-one thousand square feet of floor space, now but a small part of the property occupied by the company. Business was begun as a dry goods store, but from time to time other classes of merchandise have been added and in the course of years a modern department store has been developed. The rapid growth of their trade necessitated the acquirement of other properties providing more adequate floor space. In 1898 the first annex building was erected, giving a total floor space of four hundred and thirty-five thousand square feet. Later other adjacent properties were secured and in 1909 the larger annex store was erected, making a total floor space of seven hundred and sixty thousand square feet. In 1922 the Jordan Marsh Company acquired the business and leasehold of A. Shuman & Company and their men's store was thus established. Their property occupies what is regarded as the best retail corner in Boston and the company today has eight hundred and fifty thousand square feet of floor space, exclusive of warehouses, garages and manufacturing establishments. Further expansion came with the purchase of the C. F. Hovey Company's retail department store in 1925. The Jordan Marsh Company property is bounded by Washington, Avon and Summer streets, while what was formerly the C. F. Hovey Company site is bounded by Summer, Chauncy and Avon streets. Within four blocks of the store, Jordan Marsh Company has a shoppers' garage for the convenience of its customers with accommodations for six hundred automobiles. This garage is owned in fee. Recently the company acquired a new service station, containing one hundred and fifty thousand square feet of floor space, located on Memorial drive in Cambridge, Massachusetts, for deliveries and warehousing. It contains a large modern cold fur storage plant with plenty of room for expansion. This property is also owned in fee. A furniture warehouse and work rooms are leased

from the United States government at the army base in South Boston. The space leased is entirely separate from the rest of the building and has an area of two hundred and forty thousand square feet. In addition to its stores in Boston and buying offices in New York, the company has offices and a buying organization in the leading large cities of Europe as well as in the orient. The store has two hundred and eighty-two highly specialized departments and caters to the needs of a large portion of the buying public with an appeal concentrated on quality, desirability and value of the merchandise it distributes. The main store carries medium and better grade merchandise, and the basement store carries the less expensive type of merchandise. The store deals in a general line of department store merchandise covering wearing apparel and accessories for men, women and children. It sells yard goods of every description; it has one of the largest and finest furniture and interior decorating departments in the country and carries a complete line of household furnishings. It operates one of the largest china and glassware departments in New England, and has an all-year-round sporting goods and toy department. It has a large radio and music department as well as a book, stationery and luggage department. It operates a very fine and up-to-date candy department and has a modern and up-to-date soda fountain where light lunches are also served. It has one of the finest and best equipped beauty salons to be found anywhere in the country, and also operates a barber shop for children. All departments, both merchandise and service, with the exception of one, are owned and operated by the company. The only leased department the store has is its beauty salon. There are approximately one hundred and fifty thousand charge accounts on the books of the company and its losses for bad debts are almost negligible. About sixty per cent of its sales, including budget, are charge sales which tends to the continuous and loyal following of its clientele.

The Jordan Marsh Company business was originally under the management of Eben D. Jordan, Sr., and his partners, Benjamin L. Marsh, Charles Marsh and others. Later Mr. Jordan's two sons, James and Eben D., Jr., were taken into the business and participated in its management. James Jordan retired from the business before the death of his father in 1895. In the meantime, the Marshes had left the business. In the year 1888, Edward J. Mitton, father of the present president, was admitted as a partner. At that time the partnership consisted of Eben D. Jordan, Sr., Eben D. Jordan, Jr., Edward J. Mitton and Herbert Dumareshq. The company was incorporated on May 17, 1901, with the following officers and board of directors: Eben D. Jordan, Jr., president; William E. Shedd, treasurer and clerk; Eben D. Jordan, Jr., Edward J. Mitton, Walter F. Watters, George W. Mitton and Herbert Dumareshq, directors. The last named retired the following year. Various changes have naturally occurred in the personnel but since February 19, 1922, the officers have been George W. Mitton, president; Richard Mitton, vice president; and Maurice Wrigley, treasurer, these being assisted by an excellent corps of

merchandise managers, personnel directors and store managers. The policy of promotions from within the ranks has always been followed and practically all the executives have grown up in the business.

The Jordan Marsh Company has the largest department store in New England. Its efficient merchandising and service methods and its liberal policy have established a confidence with the public that has made this institution literally a household word in every New England home. The company employs on an average of five thousand people, increased at Christmas time to six thousand, five hundred. The company is the largest advertiser in New England, its advertising being done largely through the daily papers. Within a fifty-year period its sales have increased one thousand, one hundred and fifteen per cent. The success of the business has been in a great measure due to the sound policies laid down by the founders of the business, which policies have been continued by their successors with such changes and expansion as have been made necessary by the changing conditions during these seventy-eight years of business life.

GEORGE W. MITTON

George W. Mitton, president of the Jordan Marsh Company of Boston, has been connected with the business continuously since September, 1887, or for a period of more than forty-one years. Mr. Mitton is a native of Boston, born in 1869. Throughout practically his entire business career he has been associated with the great mercantile establishment of which he is now the head. His original position was that of stock boy in the wholesale department and through industry, fidelity and diligence he worked his way steadily upward until he was advanced to the important position of buyer in the wholesale dress goods department, then doing an annual business amounting to one million, five hundred thousand dollars. In 1899 he was transferred from the wholesale to the retail business and two years later was elected a director of the company. In 1903 he was made general merchandise manager in conjunction with his associate, W. F. Watters, and so continued to serve the house until 1913, when he was elected to the vice presidency of the corporation. In 1916 he became president and has since remained the chief executive officer of this establishment, which is the foremost mercantile house of New England. He has maintained its policies while expanding its business in accordance with the progressive spirit of the times, and from the beginning the course of the house has ever been in harmony with the best American traditions. In fact these traditions are largely the outcome of the course followed by the Jordan Marsh Company, which for almost eighty years has been a dominant figure in the mercantile circles of the country.

Recently Mr. Mitton has become identified with a business enterprise that indicates the trend of the times. He has always been a student of

conditions and ever has looked toward improvement and development. He became interested in the project recently organized under the name of the Hahn Department Stores, Inc., and has been made chairman of the board, whereby many of the largest and most important department stores have been merged, believing that it will bring about a better distribution of great classes of merchandise and will answer the demand for a lower cost of distribution. In no way will there be interference with the management of each separate unit in the chain which has made it successful, but the policy is rather to strengthen such management in every way to the end that improved performance may be accomplished.

WILLIAM HEZEKIAH BOSWORTH

William Hezekiah Bosworth, president of the Florence Casket Company, conducting an extensive business in Florence, Massachusetts, was born in Bristol, Vermont, August 30, 1856, and is a son of David Bosworth and Melina (Hotchkiss) Bosworth. After completing his education in the local schools he entered the employ of the Bristol Manufacturing Company, coffin makers, and filled the responsible position of manager with that concern for a quarter of a century. He afterward spent a short time in Hartford, Connecticut, bringing order out of chaos for the G. W. Wiley Company, also manufacturers of caskets, representing that organization as manager of the business. He then returned to Bristol, Vermont, where he again became manager for the Bristol Manufacturing Company, continuing in his native city until 1911, when he removed to Scottdale, Pennsylvania, to take over the management of the United States Casket Company, with which he continued for three years. On the expiration of that period, in 1914, he came to Florence to assume charge of the interests of the Florence Furniture Company and in 1918 took over the business and organized the Florence Casket Company, of which he has continuously been president. His entire life has been devoted to business of this character and there is no phase of manufacturing or of the trade with which he is not thoroughly familiar. He today has one of the best and finest equipped plants of the kind in the country, furnishing employment to one hundred people. In the manufacture of caskets much mahogany, oak and cypress lumber is used and the output is considered model by the casket trade.

On the 16th of October, 1883, Mr. Bosworth was married to Miss Hattie L. Cook, of Hampton, New York, and they have four children: William Harold, Alice Elaine, Wayne Cook and Helen M. The parents attend the Congregational church of Florence and Mr. Bosworth also has membership in Bristol Lodge, No. 47, F. & A. M., in his native city. He belongs to the Northampton Club and he gives his political allegiance to the republican party, in the work of which he has been more or less active, having served as chairman of the republican county central committee of

Addison county, Vermont. The greater part of his time and attention, however, has been concentrated upon his business affairs and his success lies in the fact that he is a strong executive and keeps in close touch with every phase of the trade.

S. M. STONE

S. M. Stone, who heads the official list of many corporations and is regarded as one of the most prominent and representative business men of Attleboro and the state, was born in Germany, February 20, 1872, and arrived in America in 1885, when a youth of thirteen years. He became a resident of Attleboro, where he attended the public schools, and later continued his studies in the Bryant & Stratton Business College of Providence.

When his textbooks were put aside he engaged in the jewelry business as a jobber and throughout the intervening years he has eagerly embraced every opportunity for advancement in commercial circles. In 1898 he organized the Attleboro Manufacturing Company for the manufacture of ladies' jewelry. This was afterward merged with the Baer & Wilde Company, manufacturers of Kumapart sleeve buttons, which were nationally advertised. Mr. Stone next organized the C. H. Eden Company, manufacturing jewelry for the syndicate trade, and of this organization he is the president. He has ever readily recognized opportunities which others have passed heedlessly by and he never stops short of the successful accomplishment of his purposes, for in his vocabulary the word fail finds no place. He founded the Marathon Company, of which he is president and which is engaged in the manufacture of Kiddiecraft jewelry that has become known to the country through a nation-wide system of advertising. He next organized the M. S. Company, manufacturers of Viking bracelets and machine-made chains, of which he likewise became president. Another enterprise which owes its existence to him is the Quaker Silver Company, of which he is president and which manufactures salt and pepper shakers and atomizers. Under his guidance these various business enterprises have been placed upon a substantial basis and their success has resulted from wise and careful management. Mr. Stone is likewise the vice president of the Horton-Angell Company, manufacturers of gold and silver plate, is president of the Williams Company, manufacturers of costume jewelry, is president of the Tenel Company, manufacturers of French processes of enamel, a director of the First National Bank of Attleboro and a director of the Industrial Trust Company of the Providence Exchange branch. He is likewise a member of the tariff committee of the New England Jewelers & Silversmiths Association and is a director of several local municipal organizations.

On the 29th of May, 1907, Mr. Stone was married to Miss Tilda Baer, of Pittsburgh, Pennsylvania, and they have four children: Stephanie B., Samuel M., Jr., Harriet Louise and Betty Jane. Mrs. Stone is very active



S. M. Stone

in local affairs of Attleboro, is at the head of several institutions here and is interested in all that makes for community progress or for the alleviation of hard conditions among the unfortunate.

Mr. Stone is a trustee of the Taunton State Hospital and is connected with other local and municipal interests as an official or supporter. Forceful and resourceful, his achievements have ever been along constructive lines and he has builded wisely and well not only in the promotion of his individual interests but also in furthering community and state progress.

NEW BEDFORD STORAGE WAREHOUSE COMPANY

The New Bedford Storage Warehouse Company was organized in 1910 by a group of prominent New Bedford business men, bringing to New Bedford the first public warehouse of any size, for furniture and general storage.

It has always been conducted on the highest business principles. Its integrity and the standing of its officers and directors, is a guarantee of the reliability of the organization, and the policy of the company has always been one of active service to its clients.

Beginning with the original building, affording New Bedford approximately 200,000 square feet of floor space, the company has steadily expanded its facilities until at the present time it is operating three large plants in different sections of the city, with a total floor space area of approximately 660,000 square feet. It is now capitalized at \$600,000, with assets in excess of \$1,000,000. This is a vital factor in the warehouse industry, as the moral and financial responsibility of a warehouse company must be of the highest possible standing.

The New Bedford Storage Warehouse Company has been the leader in establishing New Bedford as the Spot Cotton Trading Center of the East. This Company is recognized as the leading cotton warehouse in New Bedford, and in fact, in the whole of New England, and aims to give the kind of service that should be expected from the leading warehouseman in the largest cotton manufacturing center of the United States.

It charges reasonable rates for its warehouse space and offers in addition thereto, a service and protection to its clients which many companies do not assume to render. It not only carries out the orders of its clients to the letter, but looks after their interests in other matters such as insurance, traffic details, collections, payment of customers' freight bills, etc.

New Bedford, with the surrounding towns and Cape Cod, Martha's Vineyard and Nantucket using this city as a trading center, represents a purchasing power of approximately 400,000 people. Therefore, New Bedford stock, whether it be cotton, general merchandise or automobiles, is strategically located for efficiency, and invariably provides a bigger dollars worth of distribution service.

The New Bedford Storage Warehouse Company's warehouses are exceptionally well located for storage and distribution of all kinds of merchandise. These facilities, together with the excellent transportation facilities in and out of New Bedford, make this city the logical point for carrying spot stocks for both storage and distribution.

Buildings. The buildings of the New Bedford Storage Warehouse Company are of modern construction, designed for the expeditious and economical distribution of merchandise. The buildings are all sprinklered throughout, equipped with protective and fire resistance devices, resulting in low rates for fire insurance.

The Terminal Stores, situated in the heart of the wholesale district, very close to the center of the city, is splendidly located for storage and distribution of general merchandise and automobiles, also for cotton deliverable to south end mills. This building is of flat slab reinforced concrete construction, as nearly fireproof as possible.

The North Stores, in the central north part of the city, is excellently situated for the storage of cotton for delivery to mills in the north part of the city. This building is of brick and heavy timber, (mill construction), sprinklered throughout. In addition to cotton and general merchandise storage, a considerable space is devoted to the storage and packing of household goods.

The Union Stores, in the extreme north part of the city, is primarily an industrial plant, and has proven to be very well adapted and fitted for the location of industrial purposes. At the present time it is occupied by three different silk weaving plants; a narrow fabric cotton weaving company; and a box shook assembling company. The space in this building is especially desirable, due to the mill construction, and location on sidetrack facilities.

Trackage. All of the New Bedford Storage Warehouse Company buildings are equipped with direct sidings, connected with the New York, New Haven & Hartford Railroad Company and the New England Steamship Company. These buildings all permit loading and unloading right onto their own platforms. Sixty-nine carloads of merchandise can be placed on their sidings at one time. These trackage facilities, plus the yard facilities for unloading and loading freight on auto trucks and drays, enables the company to handle an unusually large volume of business, without congestion or delay.

Miscellaneous Equipment. All that is practical to facilitate handling merchandise is in the New Bedford Storage Warehouse Company's plants. Their elevator equipment is of the 10,000 lb. high speed self-leveling type; with delivery chutes, whip hoists, properly located, as well as wide uncongested platforms back their guarantee to provide the most satisfactory service in New Bedford.

Space Service. Realizing that it is impractical for manufacturers of certain highly specialized lines of merchandise to warehouse their products in the usual way, the New Bedford Storage Warehouse Company offers a Space Service to overcome this circumstance.

By this method, a distributor can rent an area of space for his exclusive use. The handling of merchandise in his space, which requires technical or intimate knowledge of his merchandise, can be performed by the distributor's own men. Thus, operating in this way, he is assured of the same accuracy in the filling of his orders that he would obtain in his own warehouse, and at the same time enjoys all of the economy and efficiency provided by the modern public warehouse.

The New Bedford Storage Warehouse Company provides space service in areas of 500 square feet and up. Any manufacturer requiring this class of service, and whose business is of a seasonable or variable nature, can arrange for a space service that permits an increase or decrease in this area occupied, according to the varying requirements. This provides economy in rental that is not obtainable in any other way.

Cotton Storage. The New Bedford Storage Warehouse Company has been the leader in establishing new service features in connection with cotton storage,—most of them innovations in the warehouse industry in New England. In addition to the space being in modern buildings, the service that goes with it is much more than has usually been expected of a warehouseman. Service of the character rendered by this Company is seldom obtainable at any price, but it is available there, and at no charge above the standard warehousing rate. To sum up in a few words, this Company perhaps can best express its view on cotton warehousing by saying that "It requires something more than shelter for the bales," and that "Without proper service, warehousing is a mockery." Money expended with the New Bedford Storage Warehouse, actually buys more than can be obtained at other cotton warehouses.

Furniture Storage. This Company has adequate facilities for furniture storage, comprising several hundred private rooms of various sizes, located in the North Stores, at 19 Jean street. These rooms are light, airy, and dry, sprinklered throughout, and offering safe storage for household effects. A packing department is conducted in conjunction with the furniture storage, handling work consisting of small jobs of only a few pieces, to complete households, in some cases preparatory to shipment to all parts of the United States.

Warehouse Receipts. The banks throughout the country regard the New Bedford Storage Warehouse Company's papers—Negotiable and Non-negotiable receipts—as prime collateral. Practically every form of receipt adaptable to this type of business is available to all users of New Bedford Storage Warehouse Company facilities. Individual warehouse receipts (negotiable receipt for each bale of cotton separately, showing all tag numbers and weight of bales). Insured warehouse receipts (warehouse receipt and insurance policy combined—a great convenience for both owner of receipt and bank). U. S. Government licensed warehouse receipt (issued under supervision of U. S. Department of Agriculture). Recognized as prime collateral by the Federal Reserve Banks.

Traffic Department. The Traffic Department is maintained as an additional service feature. It operates without cost to customers, and

the files of this department hold many testimonials of service rendered in facilitating and expediting the movement of freight, express and parcel-post shipments. Other service features of this department are as follows:

Freight rates to and from all points, and advantageous routings. Tracing shipments and auditing freight bills. Handling drayage and trucking problems. Export bills of lading, manifests, etc. Storage in transit privilege. Handling claims for damages, shortages, etc. Supervision of shipments from New England Steamship Company or N. Y., N. H. & H. R. R. Company.

Flexibility of Service. "On New Bedford Storage Warehouse Company's books are hundreds of active accounts. This indicates that hundreds of businesses, with their varied policies, have found New Bedford Storage Warehouse Company service sufficiently flexible to enable it to be confirmed to their particular requirements."

This Company was incorporated in 1910 with a capital of \$150,000, with one building, and now operates three large units under a capitalization of \$600,000, with assets in excess of a million dollars.

The officers of the company are: Abbott P. Smith, president; Fred-eric Taber, vice president; Howard C. Dyer, treasurer; and John J. Gobell, general manager. The company's reputation, moral responsibility and integrity are unquestioned and its facilities and service are unexcelled. It has been a contributing factor to the growth, progress and prosperity of New Bedford and is accounted one of the foremost business enterprises of this section of the state.

BLISS CHARLES AMES

Bliss Charles Ames, founder of the precision tools manufactory which is still conducted under the name of the B. C. Ames Company at Waltham, was born in Oxford, Maine, May 19, 1867. He there pursued a public school education and at the age of eighteen years entered the employ of J. W. Perry & Sons, machinists, conducting business at Mechanic Falls, Maine. Three years later he removed to Waltham, where he was employed by machine tool manufacturers until 1898, when he entered into a partnership relation as a member of the firm of Alcorn & Ames for the manufacture of precision tools. That association was maintained until 1901, when Mr. Ames withdrew and founded a new enterprise under the style of the B. C. Ames Company. This he continued to direct and control, gradually developing the business along substantial lines, but since 1915 it has been managed by his two sons, Warren Ames and Ira Ralph Ames. In the year 1923 the two sons acquired their father's interest in the business and Warren Ames became president and general manager, with Ira R. Ames as vice president and treasurer. They have since trebled the volume of the business, so that it is now one of extensive proportions, furnishing employment to about one hundred and fifty men. At a recent

date Warren and Ira Ralph Ames purchased the business of the Rhodes Manufacturing Company of Hartford, Connecticut, and they have also acquired other enterprises.

WARREN AMES

Warren Ames, president and general manager of the B. C. Ames Company, manufacturers of precision tools in Waltham, was born in Waltham, December 8, 1892, a son of Bliss Charles and Mary D. Ames. He mastered the branches of learning taught in the grade and high schools and then entered the Massachusetts Institute of Technology. Before completing this course, however, he became identified with his father's business in 1914, giving to it his spare time when not in school. When the father retired Warren Ames was made president and general manager of the company, in which official relations he still continues. The business has expanded enormously since that time and is recognized as one of the leading firms in the manufacture of precision tools of every description in the United States. They have an extensive machine shop, thoroughly equipped in every particular, and the output represents the highest degree of perfection thus far attained, while improvements are continuously being made. Warren Ames is the inventive genius of the firm and in full charge of the shops. During the World war period the government would not let him leave his position in the factory, as its products were needed in connection with warfare and were shipped on priority orders from the United States.

On the 29th of September, 1917, in Waltham, Mr. Ames was married to Miss Marion Howard Chapin, of this city, and their children are Florence Mary, Anna Beatrice and Bliss Chapin. The parents attend the Unitarian church and Mr. Ames is a York and Scottish Rite Mason and also a member of Aleppo Temple of the Mystic Shrine at Boston. He has membership in the Waltham Country Club, the Kiwanis Club, the Society of Automotive Engineers and the Waltham Chamber of Commerce, having been vice president of the last named for two terms. An earnest purpose to serve his community to the best of his ability coordinates all these interests, with a proportionate amount of time being given to each duty, yet never to the neglect of the business which under his wise direction has steadily grown.

IRA RALPH AMES

Since 1901 a substantial enterprise of Waltham has been conducted by the B. C. Ames Company, of which Ira Ralph Ames is now vice president and treasurer. He was born in Waltham, August 23, 1894, a son of

B. C. Ames, founder and promoter of the business. He pursued his education in the schools of his native city, completing the high school course and afterward attending the Boston Conservatory of Music. He worked in his father's office while attending school and was employed in the shop in 1913, thus early familiarizing himself with the business, in the conduct of which he has been associated with his brother Warren since 1915. In the dual official capacities of vice president and treasurer, Ira R. Ames is in charge of sales, advertising and sales literature.

In early manhood Mr. Ames was married in Waltham to Mildred V. Clark, of this city, daughter of Charles M. and Ella (Sturgis) Clark, and they are the parents of two children, Barbara Janet and Ira Ralph, Jr.

Mr. Ames attends the Christian Science church, has membership in the Waltham Country Club and is a York Rite Mason who has also attained the thirty-second degree of the Scottish Rite. He is a member of Sir Galahad Commandery, K. T., and of Aleppo Temple, A. A. O. N. M. S., and is also affiliated with Waltham Lodge of the Independent Order of Odd Fellows. His entire life has been passed in this locality, where his record as a business man and citizen has gained him high place in public regard.

ALTON L. MILLER

Alton L. Miller, general manager of the Charles N. Miller Company, confectionery manufacturers of Boston, was born in Somerville, Massachusetts, April 10, 1890, a son of Charles N. and Lula (Lombard) Miller. At the usual age he became a public school pupil in his native city and passed through consecutive grades until he had completed the high school course. He is also numbered among the alumni of Harvard University of the class of 1911 and in 1915 and 1916 he attended the university in Turin, Italy. In the latter year Harvard conferred upon him the Ph.D. degree. In early manhood he devoted six years to educational work, spending four years as a teacher in the University of Michigan and two years as one of the instructors at Harvard. In 1917, however, he turned to commercial activity by joining his father, who was then president of the Charles N. Miller Company, manufacturing confectioners. The father has since retired and Alton L. Miller is now general manager and treasurer of the corporation, which is controlling one of the most important productive enterprises of the city. Their business is characterized by high standards in manufacture and by high standards of service in relation to the trade.

On the 23d of December, 1911, in Boston, Mr. Miller was married to Miss Mary E. Mason, of this city, and they have two daughters, Ruth Pearl and Mary Evangeline.

Mr. Miller has many connections outside his business, for he has ever recognized the duties and obligations of man to his fellowmen and has given earnest and active support to many plans, measures and projects for



Arthur L. Miller

the general good. He is a director of the International Food Company, is a member of the Masonic lodge in Brookline and of the Knight Templar commandery and the Mystic Shrine in Boston. He is acting as chairman of the executive committee of Gordon College and is a director of the Boston Young Men's Christian Association and of the New England Baptist Hospital. He has membership in the First Baptist church of Boston, is president of the Northern Baptist Convention; was president of the Boston Baptist Social Union for one year and is vice president of the Boston Baptist City Mission Society. He spends much of his time in work for the church throughout the country and travels extensively, attending the conferences which are studying the problems of church upbuilding and expansion. In a word his labors are directed into those channels through which flows the greatest and most permanent good to the greatest number and his life is far-reaching in its influence and beneficial effects. His appreciation for the social amenities of life is indicated by his membership in the Woodland Golf Club and the Laconia Country Club.

W. C. PLUNKETT & SONS COMPANY

For a decade and a half beyond the century mark, cotton manufacturing has been carried on in the town of Adams and throughout the greater part of the period the name of Plunkett has been closely associated with the industry. It is seldom that a representative of the fourth generation of a family continues the business of his forebears, but in this connection William Caldwell Plunkett is well known, being now assistant treasurer of the W. C. Plunkett & Sons Company. The story of the development of the industry with which he is so closely and profitably associated is an interesting one. In 1814 a brick cotton mill, seventy-five by thirty-two feet and three stories in height, was erected in Adams, deriving its power from the rapids in the Hoosac river by means of an undershot wheel which was later replaced by a huge wooden breast-wheel requiring dam, canal and penstock to utilize the nineteen-feet fall. The business greatly increased during the period of the second war with England, when importations ceased, but with the close of the war British goods flooded the American market and all but two of the mills of Adams were closed, one of these being the mill of The Adams South Village Cotton and Woolen Manufacturing Company, which was composed of thirty-one stockholders, who had equipped the plant with seven hundred and eight spindles and twenty-six looms. One of the incorporators afterward became, through marriage, an uncle of General William C. Plunkett, who at the solicitation of his uncle came to Adams in 1829 to take part in the management of the plant.

General Plunkett, who acquired his title through military service, was born in Lenox, Massachusetts, October 23, 1800, attended the Lenox Academy and afterward taught school in Lee and Lanesboro. He attracted

the attention of Thomas Durant, who offered him a share in the profits of a mercantile business if he would take charge thereof. This he did prior to coming to Adams, where he not only took over the management of the cotton mill but soon purchased the entire stock of the corporation, becoming sole owner prior to 1831.

No changes in the physical structure occurred until 1844, when a new mill was built. The output up to this time was sent by teams to Troy, a distance of fifty miles, thence to New York by river boats. Just prior to the Civil war the looms were discarded and the plant equipped for the manufacture of cotton warps. At the outbreak of the war the storehouses, barns and sheds of the company were filled almost to overflowing with cotton and the blockade of southern ports sent the prices soaring. From the profits which thus accrued to their business, the rear structure and the new dyehouse of the company were built in 1865, constituting what was known as the Plunkett & Wheeler mill, for General Plunkett had admitted his brother-in-law, Daniel Wheeler, to a partnership. In 1870 William Brown Plunkett entered the plant, in which he received comprehensive training, and eight years later became part owner of the business, which was then conducted under the firm name of W. C. Plunkett & Sons, the third partner being a younger brother, Charles T. Plunkett. This company was formed to operate the mill on the present site of No. 1 Berkshire on Hoosac street. Four years later a second mill was built, occupying the location of Berkshire No. 3 on Depot street. The death of Daniel Wheeler occurred in 1881, at which time his interest was taken over by the members of the Plunkett family.

On Christmas day of 1886 the Hoosac Street mill was destroyed by fire, after which No. 2 mill was operated night and day until the original mill, built in 1814, was razed and was superseded by the central section of the present main structure and model beaming building in 1888. Several additions have since been made and the entire plant modernized for the efficient production of the endless variety of plain and fancy weaving yarns for looms or further conversion.

In 1880 the company, with Theodore Pomeroy of Pittsfield, organized the Greylock Mills Corporation in North Adams and William Brown Plunkett became agent. Under his direction success attended the enterprise, necessitating additions from time to time to the original plant, together with changes in its products from gingham to fine carded plain cottons and finally to the superior combed fabrics which are now made in Mill A in North Adams and Mill C in Pownal, Vermont, which were purchased and thoroughly re-equipped in 1911. Yarns for all weaving purposes are made in Mill B in Williamstown, which was also bought and thoroughly remodeled in 1911. The development of Mill A at North Adams doubled the capacity of the plant, increasing the cloth production by the addition of new machinery to a present equipment of over twelve hundred looms and the complementary spinning machinery.

William Caldwell Plunkett, Sr., a son of William Brown and Lydia (French) Plunkett, became general manager of Mills A and B. He was

born at Adams, September 12, 1876, attended the local schools and afterward continued his education in Exeter Academy and later in Williams College, from which he was graduated in 1900. He then entered the Plunkett mills, gained comprehensive knowledge of the business and became manager and agent, having charge not only of Mills A and B but also of the W. C. Plunkett & Sons plant. He was married at North Adams in June, 1900, to Florence Agnes Canedy and they became parents of three children. William C. Plunkett, Sr., remained in active connection with the business until his death, which occurred December 11, 1917.

His son, William Caldwell Plunkett, was born in Adams, September 9, 1904, and when he had completed the work of the public schools, like his father, entered Exeter Academy and eventually became a student in Williams College. In the meantime he had attended the New Bedford Textile School as a member of the class of 1925 and his early business experience came to him when he accepted a job as laborer in the Berkshire mills. In the fall of 1927 he came to the Plunkett mills and on the 1st of January, 1928, was advanced to the position of agent, while in 1929 he was elected manager and assistant treasurer.

In the meantime the business of the Plunkett interests was continually developing. The Berkshire Cotton Manufacturing Company, a corporation of 1889 which grew out of operations started seventy-five years before, had purchased the property on which were the ruins of the old Hoosac street mill and there erected No. 1 mill for the production of fine counts of carded cottons, having thirty-five thousand spindles and seven hundred looms. Two years later the capital was increased from five hundred thousand to nine hundred and fifty thousand dollars and in 1892 No. 2 mill on Columbia street, with forty-one thousand spindles and nine hundred looms, was built. It was dedicated in the presence of over nine thousand people, with addresses by William McKinley, then president elect, and Lieutenant Governor Hale of Massachusetts. In 1896 the capital stock was increased to one million, five hundred thousand dollars and the Depot street site was bought of W. C. Plunkett & Sons for the construction and equipment of Mill No. 3, with eighty thousand spindles and twenty-two hundred looms designed for still finer goods. Cotton was first put into the pickers on the day that President McKinley was nominated in St. Louis and four years later, when visiting in Adams, he laid the cornerstone of the No. 4 mill, the largest of the group, containing one hundred and three thousand spindles and twenty-six hundred looms. The capital stock had been increased to two million, five hundred thousand dollars. The Plunketts controlled the greater part of the stock. With the passing years since the inception of the business in 1814 success has continuously attended the enterprise, which is now one of the mammoth manufacturing interests of the state. The Plunkett mills have been a vital feature in the manufacturing development of Massachusetts and in the fourth generation William Caldwell Plunkett is still carrying on. With thorough and comprehensive knowledge of the industry, he is wisely

directing the interests under his control and the results achieved are now most gratifying.

On the 9th of April, 1927, at Johnstown, New York, Mr. Plunkett was married to Eleanor Kennedy, and they have one child, Margaret Anne, born July 13, 1929.

HARRY HARLOW CASWELL

For a quarter of a century Harry Harlow Caswell has been associated with W. F. Young, Inc., of Springfield. Entering the firm in 1904, he is now treasurer and general manager and a member of the board of directors of this organization, which occupies a foremost place among the productive industries of the city through the manufacture of Absorbine and Absorbine, Jr. The trade relations of the house cover every part of the United States and Canada and Mr. Caswell has long figured prominently in the growth and development of the business. He was born in Glastonbury, Connecticut, June 28, 1883, a son of Horace Penfield Caswell, who for more than three decades was connected with the International Silver Company of Meriden, Connecticut, and passed away in 1927. The mother, who bore the maiden name of Mary Alice Welles, was a representative of one of the early American families. A brother of H. H. Caswell, Dr. Walter W. Caswell, who was a distinguished physician of Brookline, Massachusetts, died June 29, 1929.

In the acquirement of his education Harry H. Caswell attended the high school at Bridgeport, Connecticut, and afterward entered the Massachusetts College of Osteopathy at Cambridge but turned from a professional to a business career, becoming identified with the firm of W. F. Young, Inc., in 1904. The business was founded by Mr. Young in 1891 at Meriden, Connecticut, and resulted from a personal interest of Mr. Young in fine horseflesh. He was the owner of several superb driving horses and smart spans and became interested in the means of keeping his horses in excellent condition, this leading him to engage in the manufacture of a horse liniment on a commercial basis. In 1896 the business was removed to Springfield, Massachusetts, and with the passing years he began investigating the subject of producing and marketing a remedy that would serve the human family with the result that Absorbine, Jr., was placed on sale. The development of the business necessitated larger quarters and after a time spent on Monmouth street a further removal was made in 1909 to Temple street, where the factory was maintained until 1922. In that year the company purchased the building on Lyman street formerly occupied by the shoe firm of Cutler & Porter and remodeled it to suit their purposes. The entire building is used for the conduct of the business, which has not only grown in volume but has progressed as well in methods of manufacture. Recently a new style of stopper has been introduced and improved factory arrangements have been made

whereby the bottles are filled, capped, labeled and packed ready for shipment, all in compact space and at a surprisingly rapid rate. Conveyers take the product from one machine to another until the bottles are finally enclosed in cartons ready for shipment, and today the products of the plant are found in almost every drug store in the United States and Canada. One scarcely realizes the comprehensive scope of the business. The materials for the manufacture of Absorbine products are brought from various parts of the world, vegetable extracts and essential oils being among the ingredients. The company has its own percolating department and its oils are distilled under contract expressly for its use. The production and completion of the product necessitates much laboratory work whereby any germicidal effects are checked. The laboratory, as well as other parts of the plant, expresses the last word in equipment. The output is sent out through wholesale drug houses, jobbing houses and export agencies and today the trade is extending rapidly in Great Britain, continental Europe, the Far East, Australia, New Zealand, Cuba, Central America and South America. For more than a decade a branch plant has been maintained in Montreal and from that point shipments are made to the Canadian trade. Notwithstanding intense competition on the part of companies who manufacture similar products but of cheaper grade, the business of W. F. Young, Inc., has steadily grown and developed. With the death of the founder a few years ago, his son, W. F. Young, Jr., became president of the company and so continued until his demise in the summer of 1928. The present officers are: Mrs. M. Ida Young Alexander, president; Charles T. Richardson, vice president; and H. H. Caswell, treasurer and general manager. There is no phase of the business with which Mr. Caswell is not thoroughly familiar, as he has served as advertising manager and is acquainted with every department of the plant.

On the 1st of January, 1905, at Providence, Rhode Island, Mr. Caswell was united in marriage to Estelle M. Miller, daughter of William L. and Annette J. Miller. They are the parents of two daughters, Patricia and Carol.

While Mr. Caswell is an outstanding figure in manufacturing circles in Springfield, he has always found time to meet the duties and obligations of citizenship and has not hesitated to give his service when his fellow townsmen have desired him to occupy public office. He was a member of the common council in 1915-16 and later was elected to the aldermanic board on the republican ticket and acted as president of the board in the years 1917 and 1918. On the 1st of May, 1925, he was appointed park commissioner for a five year term and again and again he has been a delegate to the state conventions of his party. During the year 1922, when a serious coal shortage seemed imminent, he was named fuel commissioner for Springfield and during the World war period he rendered valuable service in the publicity department and in other connections.

Mr. Caswell is also widely known in Masonic circles, having taken

the various degrees of the York and Scottish Rites, while of Melha Temple of the Mystic Shrine he is a past potentate, and also is past monarch of Bela Grotto. He has membership in the Rotary, Colony, Longmeadow and Springfield Country Clubs and in the Publicity Club and his social qualities make for popularity in these organizations. From April, 1926, until April, 1928, he occupied the presidency of the Chamber of Commerce. A man of marked personality and strength of character, he has left a beneficial influence upon the social, civic and business activities of his adopted city.

FRED WILLIS RAUSKOLB

To have done a definite piece of work, the doing of which constitutes a service to mankind, places the individual upon a high plane where the public should accord him honors in recognition of his merits. Fred Willis Rauskolb was one who did much for the shoe trade and other lines of manufacture in producing the patent sized gold leaf. In this connection he established the House of Rauskolb, which since his death has functioned as one of the important business interests of Boston.

Mr. Rauskolb was born in Dedham, Massachusetts, February 26, 1868, a son of John Konrad and Mary Sophia (Elder) Rauskolb. The father, a native of Sternberg, Austria, came to the United States during the Civil war period and the son, reared in Massachusetts, received his elementary education in the Dedham public schools. He was early thrown upon his own resources and to provide for his support entered upon an apprenticeship to the gold beater's trade, devoting four years to learning the processes in the manufacture of leaf gold. He was afterward employed as a journeyman gold beater in various establishments of Boston and of Dedham between 1885 and 1898, after which he purchased the business that had been established by George W. Davis, a master gold-beater, in 1861.

The industry of which he was a representative has been in existence for more than three thousand years but, owing to the laborious and expensive methods involved, little progress had been made in manufacturing along this line either in the old world or the new when Mr. Rauskolb entered the field. He felt the necessity of better methods which would render the work of more practical value in trade circles and he began studying and experimenting and in due course of time he brought forth tangible results in demonstrating the possibilities of and introducing new uses for gold leaf. A trade journal, "American Shoemaking," in an article concerning his work said:

"The one man most vitally interested in the subject, Mr. Rauskolb of Boston, without question devoted the most time and money in research, finally succeeding in giving to the world a patent sized gold leaf, with which he has completely revolutionized the process of stamping. In his many years of business association with practically all the shoe manufacturers of this and other countries Mr. Rauskolb has learned the Alpha



F. W. Paunkoll-

and Omega of the gold leaf industry, tempered in the crucible of practical experience.

"With resolute pertinacity of purpose characteristic of the man, Mr. Rauskolb established a little building near his Medford residence, equipping it with all essential appliances needed for careful, intensive analysis into the subject. To divulge some of the more complicated procedures which afterward ripened into success would be offering secrets that cost thousands of dollars and countless hours of devoted experiment in the making. Diligence and intelligently directed effort produced a sized leaf that was quickly seized upon by the shoe manufacturers. This was a distinct step forward. The business expanding rapidly, more space was needed; a building several times larger than the first was now occupied; and, although the popularity of patent sized gold leaf was already assured, little technicalities of operation were yet to be improved.

"Stamping machines were not able to handle the new product at the maximum of efficiency, this fact being quickly recognized by Mr. Rauskolb. At first, tiny sheets about an inch by three inches were used; then a strip eleven and one-half inches by any width desired (up to three and three-quarters inches) was offered, to the end that impressions of varying length could be made without waste. Step by step, under the able direction of its inventor, patent sized gold leaf advanced forward into the field of perfection. From eleven and one-half inches it was next presented in a roll of ninety-five feet in length! This triumph was notable, and its use is now world-wide.

"To improve the facilities in use, Mr. Rauskolb invented and perfected an automatic attachment for feeding the roll. At the same time machinery companies interested devised and constructed machines that feed the leaf automatically, making it possible for shoe manufacturers to finish a perfect job of embossing in the packing room. The result is most pleasing, the shoes reaching the wearer with a bright, permanent trade-mark in gold.

"But Mr. Rauskolb had by no means touched the zenith of his creative aspiration, for, not satisfied to rest upon present successes, this versatile inventor has steadily engaged in a series of new experiments that already indicate noteworthy success (the nature of which it is hardly expedient to divulge at this time); it may be said, however, that as a result the whole scope in the application of patent sized gold leaf will be broadened in a new and wonderful way. Watch for it!

"The amazing progress made by gold leaf stamping in the shoe trade (and otherwise) is fittingly exemplified by the wonderful growth in the output of patent sized leaf, the latter marking an epoch in rapid expansion. And the growth has been wholesome and sound. There years ago the inventor devoted but one afternoon each week in this branch of his business. It started to grow, increasing rapidly, until a man was placed in charge with girl assistants. Five girls and one man were sufficient to take care of the output a short year since; today there are twenty-five men and fifty girls employed in the present buildings and in the near future ground

will be broken for another new structure of twice the dimensions! This is intensive progress in a broad sense.

"The present daily output of patent sized leaf would form a precious strip of gold forty miles in length and six inches wide. At this rate, the output of a year would place a shining band of real gold, three inches wide, completely around the world!"

Such was the life work of one who started out empty-handed and made wise use of his time, talents and opportunities. Not only did Mr. Rauskolb perfect his invention by producing patent sized gold leaf in 1914 but on the 1st of February, 1916, he brought forth an invention of equal value—an automatic device for feeding the rolls of paper on which the gold is placed, to the stamping machine. His inventions revolutionized the process of stamping and he built up the largest business of the kind in America, amounting to more than three hundred thousand dollars annually. In 1915 he incorporated the F. W. Rauskolb Company, capitalized for seventy-five thousand dollars, of which he became the president, treasurer and general manager. The company now has an authorized capital of one hundred and fifty thousand dollars and the factory, situated at Medford, Massachusetts, employs on an average of seventy operatives. Mr. Rauskolb also became treasurer and general manager of the American Rolled Gold Leaf Company of Providence, Rhode Island, and developed it into a prosperous enterprise. In 1897 he was president of the National Gold Beaters Union and at the time of his death was president of the Gold Leaf Manufacturers Association.

In August, 1888, Mr. Rauskolb married Miss Mary Lizzie Ells and after her death was again married, on the 10th of October, 1908, his second wife being Miss Fannie Adelaide Jepson, a daughter of Samuel Greenwood Jepson, a customs officer of Medford. Mr. Rauskolb had three children: Fred Willis, Jr., Helen Elizabeth and Marion Adelaide. Although only nineteen years of age, the son is now taking his father's place as manager of the business, having been granted one year's leave of absence from Massachusetts Institute of Technology in order to devote his entire time to the business, but will later return to school and finish his course. Mrs. Rauskolb is president of the company.

Mr. Rauskolb passed away at Friendship, Maine, April 21, 1922. He had been a member and for years was the commodore of the South Boston Yacht Club, and he belonged to the Ancient and Honorable Artillery Company of Boston. Fraternally he was connected with the Royal Arcanum and he was one of the most prominent members of the United Order of the Golden Cross, serving as grand commander of Massachusetts Commandery, while at the time of his death he was supreme treasurer. His activities in this field contributed in notable measure to the growth and success of the organization and to the adoption of its high principles. While his private business, which he had built up from a small beginning to its present magnitude, was sufficient to require the time and energy of an ordinary man, he sought recreation in working and speaking night after night for the Golden Cross, in attending his commandery meetings and in taking

charge of the business affairs of the Yacht Club. He never flagged in his support of the progressive ideas of the Order of the Golden Cross and his efforts in its behalf were most effective and resultant. Those who knew him well said: "Mr. Rauskolb had a commanding presence. In financial matters he was always generous, was frank and outspoken in manner, hewed straight from the shoulder and never beat around the bush, yet he was always pleasant and courteous. His whole attitude was one of business. His energy was tremendous. There was no delay, no hesitation on his part. Quick decision and vigorous action were a part of his nature." When one understands these things it is not a matter of marvel that Mr. Rauskolb accomplished what he did as an inventor and manufacturer, as a representative of important fraternal orders and as a citizen. His life was indeed well spent and the many sterling traits of his character caused his memory to be enshrined in the hearts of all who knew him.

LEON E. GINGRAS

Leon E. Gingras, of Chelsea, well known in connection with the wool scouring business and the manufacture of kid leather, was born in Manchester, New Hampshire, May 13, 1889, a son of Abraham and Agnes (St. Cyr) Gingras. He pursued his education in the schools of his native city, where he also attended night school, and later became a student in Franklin Union, specializing in industrial chemistry. For fourteen years he was a student in night school and utilized every opportunity to broaden his knowledge and promote his efficiency.

Mr. Gingras was only twelve years of age when he began work in the Amoskeag mills at Manchester, remaining there for about three years. He next entered the employ of the Manchester Wool & Leather Company, with which he continued for a year, and later he was with the Stone & Timlow Company of West Medford, Massachusetts, with whom he continued until 1918. On the 1st of July of that year he purchased the wool pulling business of the Stone & Timlow Company, concentrating his energies upon the task of pulling wool from sheepskins and preparing the skins for the tanners. The business was established at its present location at 156 Marginal street in Chelsea and has grown steadily with the passing years, Mr. Gingras broadening the scope of his activities by taking up the business of wool scouring and the manufacture of kid leather. His trade has steadily increased in volume and is today a substantial industry of Chelsea. He started with a capital of fifteen hundred dollars, purchasing the business on borrowed money for thirty thousand dollars, since which time he has placed it upon a profitable basis and the enterprise is steadily developing.

On the 15th of June, 1913, in Medford, Massachusetts, Mr. Gingras was united in marriage to Mary E. Hayes, born October 12, 1889, and they have become parents of four children: Leon E., Jr., Vincent, Clifford and

Madeline. Mrs. Gingras has membership in the Medford Women's Club and other organizations. Mr. Gingras and his family are communicants of the Catholic church and he belongs to the Knights of Columbus, in which he is a past grand knight, and to the Benevolent and Protective Order of Elks. He also has membership in the Medford Club and Vernon Club, which afford him his principal sources of recreation.

FRED FOREST FIELD

There are many lines of useful endeavor in which Fred Forest Field has achieved prominence and success, all of them testifying to good citizenship as well as business acumen and a broad outlook on life. In spite of his having been one of Brockton's prominent and successful shoe manufacturers, rising to that distinction from his start as an office boy; in spite of his having been the owner of the world's best herd of Holstein-Friesian cattle, working up to that distinction from his start as driver of a milk delivery wagon; in spite of his being the owner of brood mares from which have come world famous trotters and pacers, Mr. Field's most conspicuous monument of all is the internationally famous Brockton Fair. This is an institution, unique, idealistic, combining educational, entertaining and inspiring features, which express the best in business, social and ambitious community spirit, largely due to the unselfish and intelligent leadership of Mr. Field, its president since 1921. It required a man of vision, resourcefulness, diplomacy, and consecration to an ideal to accomplish what Mr. Field has brought about in the history of the Brockton Fair. The opportunity came and he was not found wanting. Mr. Field was born in Brockton. The city has been the arena of his business and public-service activities and, to him, the Brockton Fair typifies Brockton at its best.

Mr. Field is the youngest son of William Lawrence Field and was born May 11, 1861, in the house which stands near his present residence. His father's farm originally contained several hundred acres and was a part of the grant of land given to Peregrine White, the first child born to the Pilgrims after their arrival at Provincetown Harbor. His father was a keen business man with numerous activities and connections of importance in the early life of Brockton. The youngest son became driver of one of the elder Field's milk delivery wagons. After six years of making his early morning rounds, he saw a sign "Boy Wanted" in the window of the office of the Burt & Packard Company shoe factory on Warren avenue, and applied for the position. He showed an aptitude for the shoe business, became a member of the firm and later its president. He is now the owner of the factory at the corner of Warren avenue and Belmont street in which he found his first employment in Brockton's leading industry. He is president of the Field & Flint Company, manufacturers of high-grade welt shoes; also president of the Burt & Packard

Company, which has been continuously in business more than sixty years.

Although Mr. Field has applied himself persistently and diligently in doing his full share in building up the great shoe industry for which Brockton is famous, he has been interested in the breeding of Holstein-Friesian cattle many years. His characteristic energy in this line carried him to high distinction. He served as director of the Holstein-Friesian Association of America for ten years, during which the association increased in membership from two thousand to twelve thousand, with the sum of two hundred thousand dollars in the treasury. Several times he refused to take the presidency, owing to other business responsibilities. His own Holstein-Friesian herd was built up until it was recognized as the best in the world.

Mr. Field has been the owner of several noted trotters and pacers which have been sensational performers on the Grand Circuit, and his chief delight has been in the breeding of such performers. A recent instance which revealed Mr. Field's characteristic in this regard was when "Iosola's Worthy" became the Hambletonian Stake winner in 1927. She was bred by Mr. Field and had been sold by him before attaining her remarkable track record, culminating in becoming the Hambletonian winner. Mr. Field showed no regret for having missed the rich financial reward which came to the owner, but rejoiced in the success of effective blood combinations. All foals bred by him carry the dam's names, hence the names: "Iosola's Worthy," "Anna Bradford's Girl" and many others of fame in light harness racing circles.

About thirty years ago, Mr. Field became the father of the Brockton Fair Horse Show, one of the largest outdoor horse shows in the world. For several years he has served as director of the National Association of American Horse Shows, Incorporated. Mr. Field was a director of the Brockton Agricultural Society when he was instrumental in instituting the Horse Show as its most prominent feature of the Brockton Fair. In 1921 he became president of the society, and, with characteristic energy, set about putting the physical plant in order, then making the fair grounds the most beautiful in America, and adding features of unparalleled excellence. He had traveled in numerous countries, making a personal visit to fairs and expositions, bringing home ideas and originating others. He is recognized as one of the greatest fair geniuses of the present day.

Mr. Field has served his native city as president of its Chamber of Commerce, refusing reelection that he might devote more time to the Brockton Agricultural Society, in the upbuilding of which he allows nothing, not even his personal business connections, to stand in the way. It is purely a labor of love as the society, organized in 1874, has never paid a dividend to its stockholders, a salary to its directors or other officials or even simple interest on the stockholders' money. All the profits have been devoted to charity and the building of a better and more influen-

tial fair for the community benefit, until it has become a New England institution of prominence. Mr. Field is a member of the Commercial Club, Brockton Shoe Manufacturers' Association, Brockton Chamber of Commerce, the Merchants and Manufacturers Club, the Democles Lodge, Knights of Pythias. He is interested in all civic projects. His Dutchland Farms are visited by people interested in pure-bred Holstein cattle from all over the world. Some of his young stock have been purchased by buyers from as far away as New Zealand.

During the World war Mr. Field's shoe manufacturing concerns made army shoes for Italy, and later for the United States government. He was one of the most active in forwarding the work of supplying these needs of the allied armies. He gave his private yacht to the United States government for war service.

On February 20, 1884, Mr. Field was united in marriage to Lizzie Kenny Packard, daughter of Fred and Mary Eliza (Ramsdell) Packard, of Brockton. Their children have been as follows: Fred Packard, who died at the age of twenty-two months; Fred Forest, Jr., born May 25, 1889, now associated with his father as a member of the Field & Flint Company; and twin daughters, Marjorie and Katherine, born October 1, 1897.

The family have a handsome residence on North Main street in Brockton and a summer home at Monument Beach, which is one of the show places of the South Shore. All members of the family have had the advantages of world-wide travel, including trips by airplane across the English channel and elsewhere when air navigation for passengers was in its infancy. They have friends in many countries and, like Fred Forest Field, the subject of this sketch, have learned how to get much enjoyment out of life as well as to do their share of the world's work.

GEORGE BLANCHARD GLIDDEN

George Blanchard Glidden, a resident of Dighton and chairman of the board of the George Frost Company of Boston, with which he has been identified since 1902, was born in Roxbury, Massachusetts, October 25, 1870, a son of Daniel Augustus and Julia Morella (Pratt) Glidden. After attending the public schools of Boston and the Roxbury Latin School he continued his education in the Massachusetts Institute of Technology as a member of the class of 1893. His early business experience came to him as an employe in a national bank and he was about thirty-two years of age when in 1902 he became identified with the George Frost Company, with which he has since been associated, being now vice president and chairman of the board. Twenty-seven years' connection has made him thoroughly familiar with every phase of the business, and his executive ability enables him to wisely direct the interests under his control with results that are gratifying.



Geo. B. Kladden

On the 6th of May, 1896, Mr. Glidden was married in Boston to Miss Minna Wesselhoeft, who was born in that city, August 7, 1874. She is a member of the Professional Women's Club, the Woman's City Club of Boston and is a director of the Taunton Society for the Prevention of Cruelty to Children.

Mr. Glidden has long been keenly interested in health conditions and since 1914 has continuously served as a selectman and as a member of the board of health of the town of Dighton. He is also the second vice president and secretary of the Massachusetts Homeopathic Hospital. Fraternally he is a Mason and has taken the degrees of both the York and Scottish Rites, becoming a Knight Templar and a Consistory Mason. In club circles he is well known, belonging to the University Club, the Boston City Club, the Home Market Club of Boston and the Technology Club of New York. He is also a member of the Boston Chamber of Commerce, and that he is a member of one of the pioneer families of New England is evidenced by his connection with the Sons of the American Revolution. In his life he has manifested the same spirit of loyalty and patriotism which prompted his ancestors to aid in winning American independence. He stands for all those things which are best in community life, and his labors have been far-reaching and resultant.

GORDON ABBOTT

With various lines of business Gordon Abbott has become closely and prominently associated, having voice in the management of many financial and manufacturing institutions. He resides in Boston, in which city he was born, January 18, 1863, a son of Jeremiah and Ellen M. (Bangs) Abbott. He attended the Noble school of Boston and then entered Harvard University, from which he was graduated with the Bachelor of Arts degree in 1884. His initial step in the business world was made as a member of the firm of Abbott, Wheelock & Company, and in 1893 he turned to the banking business, which has since claimed his attention. However, his activities cover a wide scope, for aside from being chairman of the board of directors of the Old Colony Trust Company of Boston he is vice president and a trustee of the Provident Institution for Savings; is vice president and a director of the Esterbrook Steel Pen Manufacturing Company; a director and member of the executive committee of the General Electric Company; a director of the International General Electric Company; a director and member of the finance committee of the New England Mutual Life Insurance Company, and a director of the New York Central Railroad and the Radio Corporation of America.

Mr. Abbott's military record covers service in the First Corps Cadets from 1883 until 1887, and since March, 1912, he has been identified with the Veterans Association of the First Corps Cadets, serving as its vice president from April, 1918, to April, 1929. He is now a trustee of the

Boston Public Library, his term extending until 1931; has been vice president and is now (1929) president of the board of trustees.

On the 6th of November, 1895, in Baltimore, Maryland, Mr. Abbott was married to Miss Katharine Tiffany, who was born in that city September 24, 1872. They have become the parents of three children: Katharine, now the wife of George L. Batchelder, Jr.; Eleanor, who is Mrs. Francis B. Lothrop; and Gordon, who married Esther Lowell Cunningham.

Both Mr. and Mrs. Abbott are greatly interested in the Children's Hospital of Boston, and he has served on its board of managers since 1896, was treasurer from January, 1906, until January, 1917, was chairman of its executive committee from January 1, 1917, to May, 1929, and vice president since February, 1927, while his wife is serving on the welfare committee of the hospital. She also belongs to the Chilton Club of Boston and the Colony Club of New York, while Mr. Abbott has membership in the Somerset, Eastern Yacht and Exchange Clubs of Boston and the Knickerbocker and The Brook Clubs of New York. He is also a member of the Arlington Street church in Boston. His interests and activities, philanthropic, commercial and financial, have covered a wide scope.

WILBUR HERRICK BROWN

With the financial interests which must constitute the basis of all industrial and manufacturing activity Wilbur Herrick Brown is closely associated, having been identified with the Old Colony Trust Company of Boston since February, 1917. He was born in Sherbrooke, in the province of Quebec, June 6, 1880, a son of David Wilbur and Clara (Hill) Brown. Following the completion of a high school course he entered Williams College, from which he was graduated with the Bachelor of Arts degree in 1903. Later he was connected with the wholesale lumber trade in Springfield, Massachusetts, and afterward engaged in the manufacture of automobile bodies. Subsequently he turned his attention to the financial field and organized many Morris Plan banks in New England and also in Detroit, Michigan. In February, 1917, he became connected with the bond department of the Old Colony Trust Company, and in January, 1926, he was appointed an assistant vice president, in charge of general new business development for the bank, and has remained an active factor since that date in the successful conduct of what is one of the strongest financial institutions of the state.

On the 5th of October, 1908, in Springfield, Massachusetts, Mr. Brown was united in marriage to Miss Florence Goulding, who was born at South Boston, November 17, 1878. They are the parents of six children, namely: Kenneth, Phyllis, Gordon, Preston, Carol and Barbara.

Mr. Brown holds membership in the Episcopal church. He is a member of the board of governors of the University Club and his college fra-

ternity is Kappa Alpha, which he joined when a student at Williams. He likewise has membership in the Exchange Club, the City Club and the Charles River Country Club, is the treasurer of the New England College Glee Club Association and treasurer of the Salvation Army Wonderland Fresh Air Fund. His interests and activities thus cover a wide scope and are always actuated by a progressive spirit that seeks advancement and improvement in various fields.

SAMUEL M. HOLMAN, JR.

In the field of jewelry manufacturing the J. M. Fisher Company of Attleboro has become well known and as president of this organization Samuel M. Holman, Jr., has made substantial contribution to its growth and prosperity. He was born November 25, 1887, in the city in which he still makes his home, and is a son of Samuel M. and Virtue (Swift) Holman, also natives of this state. The father is engaged in the real estate business and has also devoted much time to public affairs, filling a number of public offices, the duties of which he has ably and faithfully discharged. He has served both in the city council and as a member of the state legislature.

After the completion of his high school course Samuel M. Holman, Jr., matriculated in Brown University, from which he was graduated with the Bachelor of Science degree in 1911. He became associated with the J. M. Fisher Company as vice president, and following the death of Mr. Fisher in 1920 he was elected president and has continued in that office for more than ten years. During that period the business has made noteworthy progress and is now of large proportions. The company manufactures all kinds of jewelry and novelties, including solid gold, rolled gold and sterling silver articles, and its products are marketed all over the world. Its output is distinguished by originality and beauty of design, and work is furnished to from fifty to one hundred and twenty-five persons. The other officers of the company are: Lewis S. Chilson, who is vice president and treasurer; and Lizzie W. Perry, who is secretary and assistant treasurer, and has been connected with the firm for more than a quarter of a century.

On the 18th of June, 1914, Mr. Holman was married to Miss Grace Ellen Fisher, a daughter of John M. Fisher, and they have two children, Warren F. and Ellen F. Like his father, Mr. Holman is interested in public affairs, and, recognizing the duties and obligations as well as the privileges of citizenship, he has represented the second ward in the city council of Attleboro for two terms, becoming chairman of the finance com-

mittee. He is a member of the Army and Navy Club of Boston and is a well known Mason, belonging to Ezekiel Bates Lodge, F. & A. M.; King Hiram Chapter, R. A. M.; Bristol Commandery, No. 29, K. T.; and Nava Grotto. He is also identified with the Orient Lodge of Odd Fellows and the G. A. R. Dining Club. For three years he was a member of the Massachusetts State Guard, serving as battalion adjutant of the Fourteenth Regiment, and for four years he was a first lieutenant in the Rhode Island National Guard. He is affiliated with the Second Congregational church and manifests a keen interest in every plan and project for the general good as well as for the promotion of the material prosperity of the community.

LEWIS S. CHILSON

Lewis S. Chilson, who has devoted his entire life to the jewelry business, is now connected with the jewelry manufacturing establishment operated under the name of the J. M. Fisher Company, of which he is the vice president and treasurer. This is one of the important commercial enterprises of Attleboro, where Mr. Chilson was born January 10, 1887, a son of Jonathan Draper and Jane Elizabeth (Shepard) Chilson. He attended the Attleboro public schools and prepared for life's practical and responsible duties as a student in the Bryant & Stratton Business College. On completing his course he turned his attention to the jewelry trade, starting with the Watson Newell Company in 1905. Later he was with the S. O. Bigney Company and afterward with the Bliss Brothers Company, both of Attleboro. In 1913 he joined the J. M. Fisher Company, manufacturing jewelers, of which organization he is the vice president and treasurer. His long experience in this line has given him a wide and accurate knowledge of the jewelry trade and for more than a decade and a half he has contributed in substantial measure to the prosperity of the company of which he is now one of the officials.

On the 25th of June, 1913, Mr. Chilson was married to Miss Gertrude Horton Fisher and they have two sons, Robert Fisher and Howard Fisher. Mrs. Chilson is the secretary of the New Century Club, and Mr. Chilson belongs to the Lions Club, while both are consistent members of the Second Congregational church. He is a Mason, having membership in Ezekiel Bates Lodge, F. & A. M.; King Hiram Royal Arch Chapter; Attleboro Council, R. & S. M.; Bristol Commandery, No. 29, K. T., of which he is a past eminent commander; Massachusetts Consistory, A. A. S. R.; and Aleppo Temple, A. A. O. N. M. S. He is likewise a representative of Pythagoras Lodge, No. 70, K. P. He has served with Company I, Massachusetts Volunteer Militia, and Company M, Massachusetts State Guard. He was president of the Young Men's Christian Association of Attleboro from 1923 until 1925, president of the Community Chest during 1928-29,

and since 1927 has been chairman of the city planning board. Mr. Chilson loyally cooperates in those projects which he deems essential to the general welfare and is a citizen of high ideals.

LIZZIE WELCH PERRY

Lizzie Welch Perry, secretary and assistant treasurer of the J. M. Fisher Company, Inc., of Attleboro, was born in this city, July 14, 1870, a daughter of Ezra and Diana (Cornell) Perry. Her grammar school education was completed in 1886 and for a year thereafter she worked at soldering in a factory. In 1887 she became bookkeeper for the J. M. Fisher Company, Inc., and in March, 1914, was made secretary and assistant treasurer, in which capacity she has since served. Her long association with this business has made her thoroughly cognizant of its various phases and one has but to consult her to become familiar with anything that bears upon the development of the house and its trade relations. Since 1890 she has been a member of the Second Congregational church of Attleboro.

SIMON H. ROSENBERG

Simon H. Rosenberg, president and general manager of the Thomson-National Press Company, Inc., of Franklin, was born in New Britain, Connecticut, June 24, 1895, his parents being Elias and Ida (Ikowitz) Rosenberg, who were natives of Russia. The father served for thirty-eight years as a minister of the gospel in New Britain, Connecticut, being one of the best known men of that section. He passed away in 1927.

Simon H. Rosenberg pursued his education in the public and high schools of New Britain and in 1913 became a student in New York University. In 1914 he entered the employ of the John Thomson Press Company at Long Island City, New York, in the capacity of timekeeper and later filled various positions at the plant there. In 1923 he brought about the consolidation of the Thomson Press and the National Machine Company of Hartford, Connecticut, which were merged under the name of the Thomson-National Press Company, Inc., of which he became general manager, so continuing until his election to the presidency of the company in 1926. The business was moved to Franklin in 1927 and today the plant consists of a four-story building containing about seventy-five thousand square feet, while their employes number one hundred and ten. They manufacture printing machinery used for the better grade of printing and their products find a market throughout the world. Mr. Rosenberg has made of this business a great success. Their line also includes embossing machinery and street car cards, cutting and creasing presses

for the paper box trade and machines for cutting gaskets and door panels for automobiles. The factory is well equipped in every particular and the output, by reason of durability and efficiency, is thoroughly satisfactory to the trade. While the general office and factory are located in Franklin, the company also maintains offices in Chicago and New York and their output is likewise sold by all branches of the American Type Founders Company. They build crank-action and eccentric-action cutters and creasers, the "Colt's Armory" and "Laureate" printing presses and the Laureate Light and Thomson Heavy embossing and stamping presses. The Thomson cutters and creasers have been serving the paper box trade for forty years, or since the very beginning of modern paper box manufacturing, and the test of time has proven that they are durable as well as profitable and they are considered indispensable today in the progressive paper box plant.

On the 11th of February, 1923, Mr. Rosenberg was married to Miss Rita G. Aronson, of Boston, Massachusetts, and with their two children, Gilda Ruth and Elias Hirsch, they reside at Brookline. Mr. Rosenberg is a member of the Masonic fraternity and of the Franklin Country Club and is held in the highest esteem by his social acquaintances as well as by those whom he meets in a business way.

KINNEY MANUFACTURING COMPANY

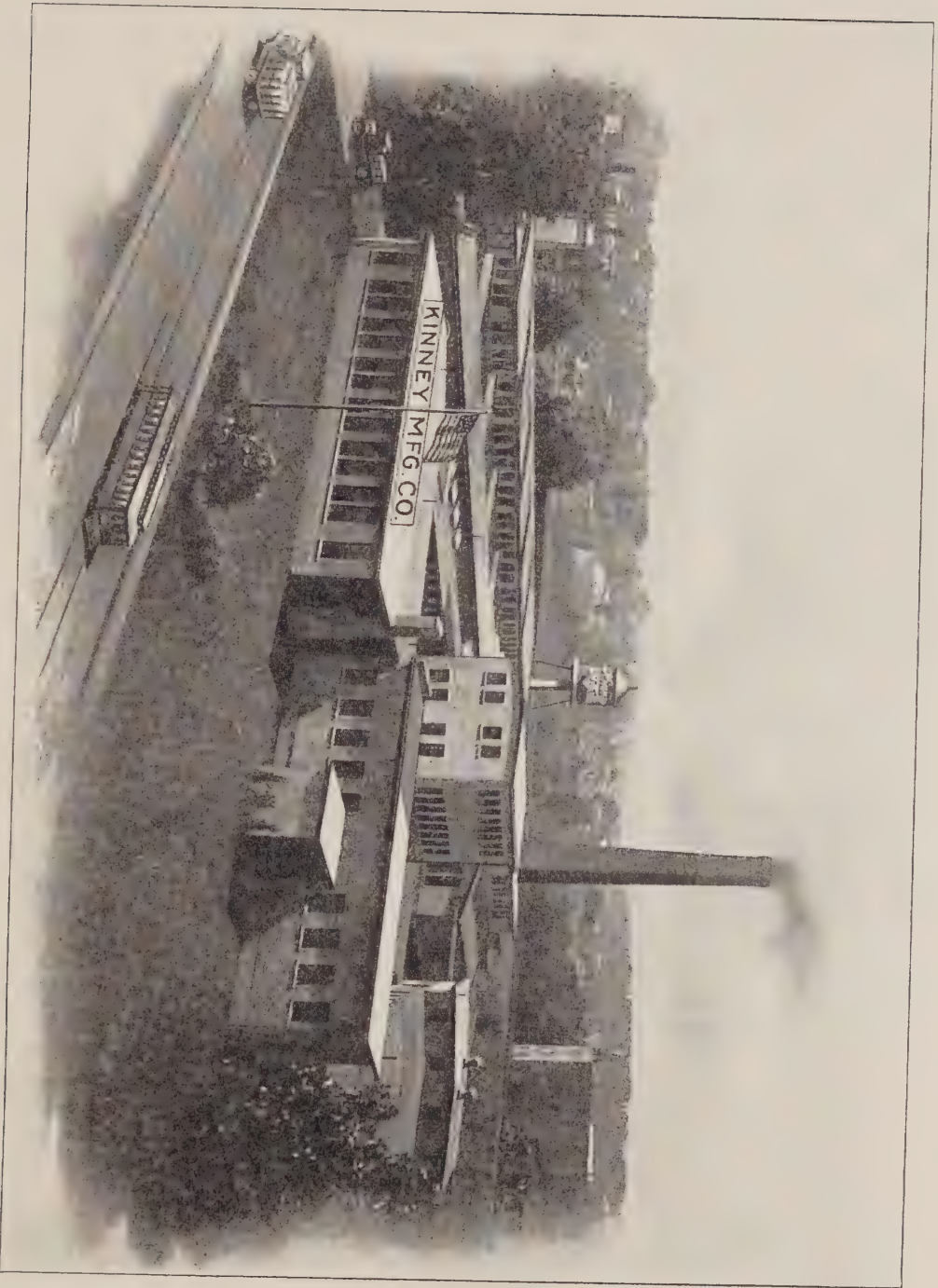
The basic principle involved in an improved type of rotary steam engine designed, invented and produced by J. Royal Kinney, the present chairman of the board of directors and the former president of the Kinney Manufacturing Company formed the nucleus of what has become in less than a quarter of a century the internationally known line of Kinney pumping equipment.

Starting out to manufacture one device and ending up by making another has been the experience of many inventors, and while poring over a pile of diagrams, Mr. Kinney, then engaged in putting the finishing touches to his design for a new type of rotary steam engine, discovered that by incorporating a few changes he could transform his invention into a highly efficient rotary pump.

While Mr. Kinney's rotary steam engine operated satisfactorily and economically it appeared on the industrial horizon during the early years of the present century and simultaneously with the advent of the steam turbine, as well as concurrent with improvements in other types of steam engines, and just at the period of the awakening of industry to the savings flowing from low steam consumption.

This latter factor became potent in Mr. Kinney's development of pumping equipment, and he at once proceeded to design and build new models, the tests of which proved so successful that capital was enlisted, and, in 1907, the Kinney Manufacturing Company was organized and began the manufacture and marketing of the apparatus.

The new pumps achieved instant success in many fields, due to their



KINNEY MANUFACTURING COMPANY

high operating efficiencies, and today are handling an extensive line of products, including innumerable types of oil, various kinds of syrups, and many different materials used by the paint and varnish, soap, textile and confectionery industries.

Several of the original ten pumps sold over twenty years ago are still in operation, and are rendering satisfactory service.

One of the recent Kinney installations was the fitting of pumps for handling gasoline on the new U. S. Navy airplane carrier *Lexington*, while the company has sold a number of its pumps to the Imperial Japanese Navy. Large industrial users include the Standard Oil Company, and the Ford Motor Company. Although the company manufactures pumps made from practically all metals which can be cast successfully, the bulk of its production is of an alloy iron type, this grade being used in all working parts, such as the cylinder, piston, cams, liners, center pins and heads.

Production in the early days was confined to the S. D. Model, but recently another, known as the H. Q. Heliquad, has been developed for handling non-lubricant liquids. The latest development is a high vacuum pump capable of pulling to better than .002 of a millimeter of absolute vacuum. This pump met a real need and was quickly adopted by the cable industries for impregnation work, and by manufacturers of electric lamps, radio tubes and vacuum pans. A very dense, close-grained iron being essential for high-grade vacuum purposes, the use of nickel has made it possible for the Kinney concern to produce a suitable material.

The company's products were so well received that the original plant, on Medford Street found its facilities insufficient to care for orders, and removal was made to a three-story brick building, on Albany Street, where the concern operated until 1915 when a plant, containing four acres of floor space, in Jamaica Plain, was purchased, and the main office and manufacturing operations were established there. The concern now employs 150 men. The company's products consist of the Kinney plain and steam-jacketed line of pumping equipment and strainers, the Kinney road oiler and distributor used in the building and maintenance of highways, the Kinney line of friction clutches and cut off couplings together with the latest development—the Kinney high vacuum pump, which has produced remarkable results, having pulled down to one micron and which is manufactured in sizes up to 800 cubic feet per minute capacity. The corporation has capital of \$2,000,000. E. B. Neal is president, Courtenay Guild, vice president and secretary, and Harold B. Neal, treasurer, with J. Royal Kinney, chairman of the board.

J. ROYAL KINNEY

J. Royal Kinney, inventor and manufacturer of the Kinney pumps, which are put upon the market by the Kinney Manufacturing Company of Boston, has reached his present creditable position in the business world entirely through his own efforts. He is the founder of the company and chairman of the board. Through research, investigation and experiment

he has made valuable contribution to industrial development through his inventions, on all of which he has secured government and foreign patents.

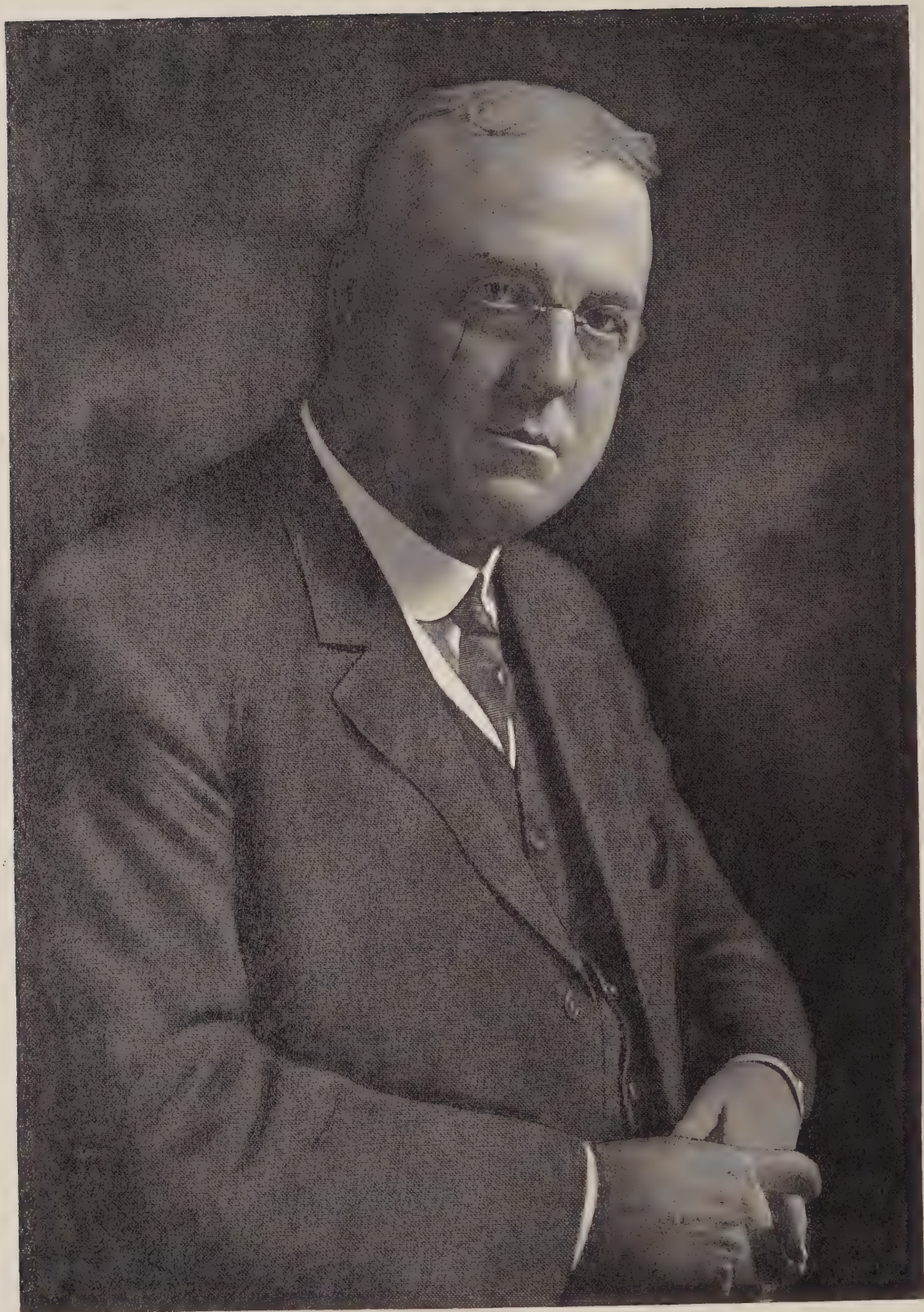
Mr. Kinney is a native of Vermont, born in Plainfield, that state, in 1869, his parents being Charles H. and Mahala (Perkins) Kinney. He obtained a country school education in the Green Mountain state, attending, however, only through the winter months, as his services were needed on the home farm, for his mother was left a widow and it devolved upon him to aid in the cultivation of the crops. Afterward he was employed in a store in an adjoining town and eventually he came to Boston, where his unusual ability won him a place in a quartet under the well known Herbert Johnson. In order to provide for his support he sold pianos and at the same time he utilized every available moment to work on an idea of his for a rotary steam engine which he intended should be the future motive power for automobiles. However, gasoline engines were perfected, setting his idea at naught in relation to the motor car, but he then began thinking out along different lines for the use of his invention, which was applied to a rotary pump now known as the Kinney pump. Then he faced the necessity of selling stock in a company which he wished to organize to secure funds for the manufacture of the pump. He finally perfected his plans as the result of his untiring industry and determination and launched the new enterprise, organizing the company, which now employs about two hundred and fifty men, while the pumps that are manufactured are today known not only throughout the entire United States but in foreign countries as well. Mr. Kinney is now devoting a great deal of his time and attention to the improvement of his patents and leaves the details of organization and business direction to his right-hand man, E. B. Neal, who is now president of the company.

In 1892 Mr. Kinney was married to Miss Blanche Lane, of Plainfield, Vermont. Some years afterward he disposed of the old home farm in the Green Mountain state and his mother spent her last days with him at his home in Boston. He now resides at 92 Dunster road, Jamaica Plains.

Mr. Kinney is a republican in his political views. Fraternally he is a Mason and belongs to the Masonic Club and to the Engineers Club. He is also an active member of the Apollo Club, one of the oldest vocal male clubs in the United States, with which he has been identified for the past twenty-five years. Quiet and unassuming and of unusual modesty, he takes little credit to himself for what he has accomplished, but fact is fact and the fact remains that he has made valuable contribution to industrial progress.

ERNEST B. NEAL

Ernest B. Neal is a self-made man who, steadily working his way upward, became president of the Kinney Manufacturing Company of Boston on the 1st of March, 1928. A native of Maine, he was born in Gardi-



J. Royal Kimney



Ernest B. Neal

ner in 1868, a son of Albion and Martha (Jordan) Neal. His educational opportunities were only those afforded by the public schools and then he could attend only until he was twelve years of age, when it became necessary for him to provide for his own support and he began work in connection with the lumber business in Maine. Some years afterward he became interested in steamship lines and through industry and perseverance gained advancement until he became an engineer. Subsequently he was promoted to the position of chief engineer of ocean steamships and remained in that position of responsibility for fifteen years. In 1909 he joined the Kinney Manufacturing Company as consulting engineer and in 1915 became vice president and sales manager, occupying the second executive position until the 1st of March, 1928, when he became president. The business was organized by J. Royal Kinney, an inventor and manufacturer who owes his success entirely to his own efforts. Personal capability and indefatigable energy have constituted the foundation upon which Mr. Neal has also built his success and his reputation is of the highest. He is a man of unfaltering energy, an excellent organizer and executive, and he has about him a convincing way that enables him to win patronage, which is retained owing to the excellence of the output of the plant. One closely associated with Mr. Neal characterized him as "the man who can do right all the things I cannot and then some."

On the 25th of November, 1903, Mr. Neal was married to Miss Lilla M. McPhee and their children are: Harold B., now treasurer of the Kinney Manufacturing Company; Ernest B., Jr., who is connected with Gilmour, Rothery & Company; and Donald B., now in the Philadelphia office of the Kinney Manufacturing Company.

Mr. and Mrs. Neal hold membership in the Baptist church and he is also a Royal Arch Mason. He belongs to the Young Men's Christian Association and is a past president of the organization at Quincy. He is likewise identified with the Quincy City Hospital and his cooperation features in the success of any enterprise with which he becomes actively associated. Something of the nature of his recreation is shown in the fact that he belongs to the Stoney Brae Golf Club, of which he is president. The republican party receives his endorsement at the polls but he has never been an office seeker. The major part of his time and attention is concentrated upon his business affairs. He is candid, reliable, thoroughgoing and all who know him speak of him in terms of high regard.

SIDNEY L. WILLSON

A very prominent figure in American industry is Sidney L. Willson, of Holyoke, Massachusetts, who was born in New York state August 3, 1867. His early education was acquired in the public schools, but the education that fitted him for the prominence he enjoys was, as he expresses it, gained in the school of experience. Admitted to the bar in Nebraska

he practiced law in that state for a time, but the lure of commercial life prompted him to give up the legal profession. In 1893 he engaged with a Denver paper house and later located with a paper wholesaler in Omaha, where he stayed several years until wider opportunities called him to the Graham Paper Company of St. Louis to join the force of their Kansas City branch. During his twenty-five years with the Graham Paper Company he contributed to its signal progress, and when in 1923 he severed his connection with that company he was vice president and one of the guiding factors of that large and successful business enterprise. His selection during the war to become chief of the manufacturing section of the pulp and paper division of the War Industries Board was a tribute to his character, acumen, cooperative spirit and familiarity with the needs and aims of the paper industry. He was able to make the observation of its real needs and cross currents, personal and economic, which has helped to place him so high as a counsellor in the paper industry. In 1923 Mr. Willson was first appointed vice president and general manager of the American Writing Paper Company, and a little later to the presidency of that great corporation. During his incumbency the company under his able direction and supervision has undergone a complete change, resulting in reorganization in 1927, and is now known as American Writing Paper Company, Incorporated. The officers of the company are: Sidney L. Willson, president and general manager; Leon M. Yoerg and William L. Nixon, vice presidents; William J. Norton, treasurer; Fred H. Clark and Antonio D. Goddu, assistant treasurers; Rufus D. W. Ewing, secretary; John T. Wolohan, assistant secretary; L. C. Reynolds, comptroller and assistant to president; James A. Reilly, assistant comptroller. The present directors of the company are: Murray H. Coggeshall, George W. Davison, Henry K. Hyde, H. B. Lake, Adrian H. Larkin, George C. Lee, Otto Marx, Carl J. Schmidlapp, Frank S. Shaw, Sidney L. Willson.

Mr. Willson is also president (1929) of The American Paper and Pulp Association, having served two terms as vice president of this national association, representing the pulp and paper manufacturers and controverters of the United States. Its membership comprises approximately 80 per cent of the total tonnage of paper manufactured in the United States. The purpose of The American Paper and Pulp Association is to enable the industry to act as a unit for its own protection, promotion and perpetuation with respect to major problems of general import to all branches, such as tariff, taxation, state and federal legislation, raw material supplies, general statistics and research, etc., which cannot be handled effectively or economically by individual companies or by small groups of companies acting independently.

Holyoke is the center of the New England paper industry and is called "The Paper City." The largest manufacturer of fine papers in the world, the American Writing Paper Company, Incorporated, has its headquarters in that city, and fourteen of its sixteen great mills are situated within the peninsular area formed by the Connecticut river. Two mills

are located in the state of Connecticut—one at Windsor Locks and the other at Unionville. The magnitude of this enterprise is difficult to conceive even from description. Its thirty-two paper-making machines produce one hundred and ninety-eight million pounds of paper annually. The mill plants cover fifty acres and the total floor area of its mills aggregates two million five hundred and seventy-four thousand three hundred and eighty-five square feet, or approximately sixty acres. The company employs over two thousand five hundred persons. It burns eighty thousand tons of coal a year and requires ten thousand horse-power to run its mills. The water power rights total nine thousand nine hundred and twenty-five horse-power. Steam power is developed by engines with a capacity of nine thousand five hundred and thirteen horse-power. The company was originally formed in 1899 with twenty-nine mills out of thirty-three mill units purchased from private ownership. From time to time certain of these mills were sold, until at the time of reorganization in 1927 the number of mills was twenty-six. Of these twenty-six mills sixteen were selected to be retained as the manufacturing units of the new American Writing Paper Company, Incorporated. The remaining ten mills were put up for sale.

The company has steadily progressed in its manufacturing methods and has made possible, through its mass production and the economical savings effected in volume purchases of raw material, to give decided advantages to consumers of its product. How the growth of the American Writing Paper Company, Incorporated, parallels the industrial development of Holyoke is attested by the fact that included in its ownership is the first paper mill erected in Holyoke, known as the Parsons, as well as the last one built, the Linden. The company has always interested itself in forward movements to raise the standard of the paper industry, and it has achieved much prestige from its advocacy of standardization and simplification of paper grades, and for the cooperative spirit it has fostered toward the printing industry. The movement for standardization began under President Hastings' administration and has been carried through by each succeeding administration to its present definitely established basis. The achievement has resulted in the reduction of two thousand or more brands of commercial papers which the company manufactured to forty-five primary lines, thus simplifying the difficulties of manufacture and of paper selection by the consumer, yet affording a variety amply adequate to meet every modern requirement of the printer and stationer. The company solved a vital problem of distribution for its primary lines by appointing service houses in the principal cities of the country, and these service houses comprise the offices and warehouses of leading paper merchants. In addition to these the company has branch offices in Boston, Buffalo, Chicago, New York, Philadelphia, San Francisco and St. Louis, and it does considerable export business through representatives in foreign countries. The general offices of the company were located in the Morgan building, Springfield, Massachusetts, but after

a few years were removed to the Flatiron building, Holyoke, their present location. At first each division was operated to a certain extent as a separate unit, having at the head an experienced mill manager, each having its own mill force, keeping its own set of books, paying bills by check signed by the manager and countersigned by the treasurer's office in Springfield. The manager was responsible not only for the operation of the mill, but, to a certain extent, looked after the selling of the product. Each of the mills continued its own distinct lines and had its own salesmen, and as a result sometimes the mills in the "combine," as it was formerly called, came into competition with one another. Later a wiser plan was effected by making the salesmen representative of the lines of all mills, functioning through the general office, but selling chiefly through the offices established at various large centers.

A complete history of the American Writing Paper Company, Incorporated, and of those associated with its development during its thirty years' existence would fill a volume. A list of those who have served as presidents of the company since its incorporation includes Elisha Morgan, Winford N. Caldwell, Arthur C. Hastings, George A. Galliver and Sidney L. Willson, who was elected May 16, 1923. The vice presidents of the company have been: Bradley D. Rising, George C. Gill, Henry S. Dickinson, Henry L. Higginson, Oscar S. Greenleaf, Edwin Gould, William N. Goodwin, George B. Noble, Kingsley L. Martin, Alfred Leeds, George A. Galliver, Henry Evans, R. R. Campbell, John T. Wolohan and Milton E. Marcuse. Sidney L. Willson is the present chairman of the company's board of directors. Walter T. Rosen, the former chairman, succeeded in May, 1917, Winford N. Caldwell, who had served in that capacity since 1914. Mr. Caldwell also served part of his long connection with the company as general manager, a position which was later held by Alfred Leeds, by George A. Galliver, from November, 1917, until Mr. Willson's election as vice president and general manager in 1923. The names of those who have served as secretary for this big paper-making organization are: R. F. McElwain, Edward H. Hall, Edwin S. Smith, Michael N. Slotnick, Dr. R. E. Rindfusz and J. T. Robinson. William J. Norton and J. E. Loke served as assistant secretaries, the last named having begun his duties in June, 1918. The office of the company's comptrollership has been held by F. R. Gee and P. R. Browne; and at present by L. C. Reynolds. These men have occupied the position of treasurer of the company: George B. Holbrook, Edward H. Hall, B. E. Hutchinson and L. S. Nold. After Mr. Hutchinson's resignation in July, 1921, W. C. Wharfield was appointed as acting treasurer and held this title until May, 1923, when L. S. Nold was made treasurer. William J. Norton succeeded Mr. Nold as treasurer. Assistant treasurers have been William H. Heywood and Edward H. Hall. W. C. Wharfield was made assistant treasurer in 1913, and held this office until made acting treasurer. Upon the appointment of Mr. Nold the assistant treasurership was resumed by Mr. Wharfield. Edwin S. Smith has also been assistant treasurer.

On account of the great number of operating plants and the variety of papers manufactured, the American Writing Paper Company, Incorporated, has considered it necessary to divide mills into two groups—the fine paper mills and the coarse paper mills; the former making high-grade commercial bonds, writings, blue-print, papeteries and similar papers; the latter making book papers, cover papers, bristols, envelope papers and a variety of specialties. In order to have proper personal supervision, two general superintendents are employed. Leon M. Yoerg, having an experience of thirty years in the art of paper-making and particularly in the manufacture of high grade papers, is general superintendent of the fine mill group. William L. Nixon, having many years experience in the building of paper mill machinery, and later becoming a student in the art of paper-making with many years' experience, has charge of the group of coarse paper mills.

A brief outline of the beginning and development of the mills in Holyoke now owned by the big paper organization will bring to the minds of old paper-makers many almost forgotten yet interesting facts. That these mills have had a direct influence on the industrial development and progress of Holyoke and upon lives of the community there can be no doubt. The present Albion mill is the outgrowth of a one-machine wooden mill formerly owned by the Hampden Paper Company. It began its paper-making history in 1869, and for a long time its chief product was a paper from which the popular paper collars of that period were made. By 1879 the mill had three machines, an unusually large equipment for those days, which it turned to good account during many successful years in the manufacture of book papers, engine-sized writing, envelope papers and specialties. In 1896 the mill had some financial difficulties, which were adjusted and every obligation was met. It was brought into the American Writing Paper organization in 1899. William Reardon was the first superintendent of this mill, and later general superintendent of all Eagle-A machine-dried mills.

The foundation stones of the Beebe & Holbrook mill were laid in the fall of 1871, and its first paper was made in February, 1872. Two well known business men, Beebe and Holbrook, were organizers of the enterprise, and the paper manufacturing was conducted under the title of the Hampden Paper Company. The partnership lasted until January, 1878, when Mr. Beebe died, and following his death a corporation was formed, the Beebe & Holbrook Company, with George B. Holbrook as president and treasurer. The business of the company grew, and in 1886 the plant was enlarged and was in its day considered the finest type of paper mill construction. When the Beebe & Holbrook mill was taken into the American Writing Paper combine in 1899, the Massasoit mill adjoining was absorbed and consolidated as a part of the Beebe & Holbrook division.

The original Crocker mill, built in 1860, consisted of a one-story building with a basement. It was owned by the Newton brothers, but was run under the title of the Hampden Paper Company. Its product consisted

largely of paper intended for conversion into the fashionable collars of Civil war times. Daniel P. Crocker became a partner later, and the mill began to make covers. When the Newtons withdrew, in 1867, the name was changed to the Crocker Manufacturing Company. In 1880 C. A. Crocker, a brother of Daniel P. Crocker, was taken into partnership, and the business flourished. In 1895 the mill was enlarged, new machines were installed, and the company enjoyed a wide reputation for its manufacture of specialties, which it has maintained since its incorporation with the Eagle-A organization.

The Dickinson mill was built in 1880 by George R. Dickinson of Springfield. It was originally equipped with two paper machines to manufacture book papers, and at the time was considered up-to-date in every way. In 1888 the sudden death of the founder thrust the management upon his son, Henry S. Dickinson, then salesman for the company. He advanced business so successfully that enlargement of the mill and plant was found necessary, and in 1890 several additions were built to provide for the installation of another paper machine, which made a sheet one hundred and ten inches in width, then the largest machine in Holyoke.

The present Gill division, now one of the American Writing Paper Company's largest mills, bears the name of the owner at the time of its purchase by the American Writing Paper Company. Holyoke's old-time paper-makers frequently refer to this mill, however, as the Winona, for that was the name it bore when, under the ownership of Benjamin F. Hosford, of Boston, it was built in 1881 by D. H. Newton and J. C. Newton. It was the first paper mill in Holyoke to be built on the "hollow square" plan, which simplified the routine of manufacture. The American Writing Paper Company ran the mill uninterruptedly from 1899 until 1916 with the equipment of its former owner, when it made some extensive changes, the most important of which, besides the remodeling of the plant, was the introduction of a 152-inch Fourdrinier machine, which makes a sheet one hundred and forty inches wide.

No mill of the American Writing Paper Company, Incorporated, is more closely associated with Holyoke's early history of the paper industry than the Holyoke Paper Company division. The original company was organized in 1857, and was the first in the United States to take up to any extent the linen finishing process. Many men prominent in public life in Holyoke were identified with this Holyoke enterprise, among them William Whiting, Stephen Holman and later C. H. Heywood. In 1866 the brothers Greenleaf secured the ownership of the mill, and during the next three decades steadily added to the equipment and as steadily increased the capacity and output. When O. H. Greenleaf died in 1896 his brother, O. S. Greenleaf, became president and treasurer, and on the company's incorporation into the American Writing Paper group three years later, he was made a director and vice president.

The plant of the Linden Paper Company was built in 1892, and is therefore the most recent paper mill erected in Holyoke. From the outset

it won a reputation for making high grades of writing papers, and has always been a successful mill. J. S. McElwain was its founder and its president until it entered the twenty-nine-mill unity. The equipment of the Linden division includes two 98-inch Fourdrinier machines. In 1917 a Barber air-drier was added to the Linden's equipment, and it has proved a valuable acquisition to the plant.

In Division No. 13, the Mount Tom Paper Company, the beginning of the mill, formerly the Nonotuck, goes back to January, 1880. The company which built it was organized in the same month with J. S. McElwain as president, W. H. Heywood, treasurer, and H. D. Bradburn as general manager. The mill was built entirely by day work, under the supervision of its general manager, and is probably the only mill in Holyoke that was constructed on such a cost basis. It was completed in the same year, and turned out its first product on November 20, 1880. This mill started out with one machine and proved very successful. In 1882 a second machine was installed. In 1895 size tubs and loop-drying machines were introduced. In 1898 the mill was sold to A. W. Esleek, who changed its title to the Esleek Manufacturing Company. He, in turn, disposed of it to the American Writing Paper Company in 1899.

The American Writing Paper Company's Division No. 14, the Nonotuck Paper Company, was built in 1881 by the Syms & Dudley Paper Company. William E. Syms was formerly superintendent of the Crocker Manufacturing Company, and George Dudley was selling agent for the same mill. The property was subsequently acquired in 1892 by the original Nonotuck Paper Company, and then designated Nonotuck No. 2, as distinct from the original Nonotuck No. 1, which is now the Mount Tom mill. Both mills were run by the same company, the officers of which were: Messrs. McElwain, Heywood and Bradburn. At the time of the transfer of the mill it was equipped with a 72-inch and an 80-inch machine. It is interesting to note that this mill manufactured coated book papers, but discontinued their production a few years after the American Writing Paper Company took possession. The Nonotuck Paper Company enlarged the engine and finishing rooms, increasing the capacity of each, and installed two 122-inch machines, which were the means of increasing the output from fifteen to thirty tons of paper a day. These machines are still in operation. The mill was remodeled under the supervision of Manager Bradburn, and subsequently ran largely on envelope, fines and book papers.

Division No. 15, the Norman Paper Company—The foundations of the Norman mill were laid in 1891, but the mill did not begin to function until July, 1893. James H. Newton, then owner of the Wauregan mill, was behind the enterprise. Associated with him were his brother, John C. Newton, William H. Prescott, G. Henry Whitcomb and J. B. Clement. George Wolf was the first superintendent. Two 86-inch machines were originally installed. In 1905 one of the machines was replaced by a 116-inch machine brought from the Syms & Dudley mill at Watervliet, Michi-

gan. The mill was absorbed in the American Writing Paper Company's organization in July, 1899.

Division No. 17 is the Parsons Paper Company. The Parsons mill, built in 1853, was owned by J. C. Parsons, and interested in its development also were Colonel Aaron Bagg, as president, and J. S. McElwain as secretary. The mill was run under the title of the Parsons Paper Company. The first mill erected in Holyoke proved to be a success, and the business grew to such an extent that several additions were made to the plant, and later a new building, known as the Parsons No. 2 mill, was erected. The original mill is the one now in the Eagle-A Company.

Division No. 19, Riverside Paper Company, includes three adjoining mills. Their history goes back to 1866, when the first of the mills was established by a stock company. At that time only one machine was installed—a 70-inch—which was devoted to the manufacture of fine papers. It is interesting to recall that the first dandy-roll used by this company bore in relief the words, "Pure Linen Stock." After the Centennial Exposition at Philadelphia, in 1876, an 80-inch machine which had been displayed there was added to meet the increasing demand for "fines." Large quantities of envelope papers were subsequently produced by this machine. The president of the Riverside Paper Company for many years was J. H. Appleton. He began his executive duties about the year 1876 and remained the head of the company until 1899. Winford N. Caldwell sold the product of this mill. The first superintendent was Robert Sturgess. He was succeeded in 1881 by J. W. Toole, who was made general superintendent of all the American Writing Paper Company's mills after the amalgamation. One of these mills, Riverside No. 2, is retained in the new Eagle-A organization.

Division No. 22, the Wauregan, began its paper-making career in 1879 under the proprietorship of James H. Newton, and its name, like those of others under the Newton ownership, is of Indian origin. Its sole 86-inch Fourdrinier has turned out many grades of fine papers. Before the Wauregan mill was embraced in the American Writing Paper group two sons of Mr. Newton had joined in the ownership of the mill. For a number of years after the mill began operations book paper was its chief product. In 1885 a size-press was added, and the machine changed to make tub-sized writings and envelope papers.

In addition to the fourteen mills described, all located in Holyoke, Massachusetts, two more situated in the state of Connecticut complete the present-day Eagle-A mill group of the American Writing Paper Company, Incorporated.

The Platner & Porter mill at Unionville, Connecticut, is one of the units acquired by the company in 1899. At a very early time it was known as the Ripley Manufacturing Company, enjoying to this day a high reputation for the quality of its paper. Coupon Bond, the leading all rag headliner of Eagle-A standardized papers is the chief product of this mill.

The cylinder paper-making machines of the company are located in the Windsor Paper Company Mill, Windsor Locks, Connecticut. It was formerly known as Seymour Paper Company and in 1899 was taken over as a necessary complement to the paper machines of the other mills in the "combine," nearly all of them being of the Fourdrinier type.

The registered trade-mark, "Eagle-A," the symbol of quality in papers made by the American Writing Paper Company, Incorporated, is now recognized as a synonym for the name of the company.

This is, in brief, the history of the great company of which Mr. Willson is president and general manager. Mr. Willson is a republican in politics. In fraternal circles he is a Mason, belonging to the Shrine and the Consistory; he is a member of the Holyoke Rotary, City, and Mount Tom Golf Clubs; also a member of the Holyoke Chamber of Commerce, and is interested in all phases of civic betterment and a popular citizen. In religion he is a member of the Episcopal church.

JAMES JOSEPH DELISSE

James Joseph DeLisse has entered the field of business activity in a somewhat unique position, but one that arises from a recognition of conditions that exist in the business world. His interests are conducted under the name of the Manufacturers' Industrial Efficiency Agency and include service as production engineers and employment managers, while on various occasions his work has been of the utmost benefit in avoiding strikes and bringing about adjustments satisfactory alike to employer and employe. The story is an interesting one.

Mr. DeLisse was born in New York city, July 23, 1889, a son of Nicholas Joseph and Mary Carmela DeLisse. He obtained a grammar and high school education and in his early business life engaged in expressing and trucking for a period of four years. Later he was interested in a shoe manufacturing enterprise for six years and for four years was an organizer of labor. During this time he gave much attention to study and efficiency and later became widely known as an industrial and labor engineer. In 1921 he took up the work of labor trouble adjuster. His business is composed of labor engineers and a secret intelligence department to combat the radical element in all industries. From his long experience in contact with different kinds of workers and from reports received from his labor engineers who are working in various industries, he has come to the conclusion that there is a very small per cent of radicals who are the cause of strikes and dissension. He believes that there is only one way to combat the era of unrest in this country and that is that manufacturers must have representation to educate the employes in their factories against the socialistic ideas of the foreigners, whose only aim is to ruin American industries so that the foreign element may import and undersell us. The manufacturers should fight for high tariff

on European goods in order to save the industries of this country. While the United States did its best in supplying Europe with the necessities of life during the World war, it looks today as though Europe were trying to supply the United States. If this was done it would mean loss of work for thousands and thousands of people in America and less manufacturing carried on here.

The time has come when the manufacturer should bear in mind that there is always some leader who has organized agents spreading propaganda and organizing the workers in their way of belief. It is only right then that the manufacturers should have representation to offset any false propaganda. It has been largely the custom for manufacturers to wait until they have a strike and then it is too late. Mr. DeLisse has conducted his business with the slogan: "An ounce of prevention is worth a pound of cure" as its basic element, and he believes that colleges will ultimately find a new field along this line which he is attempting to develop and will give instruction of benefit to manufacturers in averting trouble. His own knowledge has been acquired in the college of experience and hard knocks and not in books and his work is therefore of a most practical character. The service of his agency is at the disposal of manufacturers at all times, whether they have labor troubles or not. He has handled many labor controversies, settling them to the satisfaction of all concerned. He has also done important work as a production engineer and the business is meeting a want in the industrial life of the state. Mr. DeLisse is also general manager of the Franklin Detective Agency, Inc., and a director of the West End Business Men's Association of Boston. During the World war he aided the United States government by doing secret service work at Nitro, West Virginia.

Mr. DeLisse adheres to the Catholic faith and is a member of St. Joseph's parish of West End, Boston. Along fraternal lines he is identified with the Foresters of America and the Benevolent Protective Order of Elks.

AUGUSTUS R. SMITH

Augustus R. Smith, who was an outstanding figure in paper manufacturing circles as the president of The Smith Paper Company of Lee, practically spent his entire life in that city, his birth there occurring August 6, 1863. He was a son of Wellington and Mary (Shannon) Smith and acquired a public school education, which he completed by graduation from the Lee high school as a member of the class of 1881. He then entered the office of The Smith Paper Company and bent his energies to acquiring an intimate and accurate knowledge of the business in its various phases and departments. Gradually he worked his way upward, becoming secretary of the company in 1889 and so continuing for a period of nineteen years or



Aug. R. Smith

until 1908, when he was elected to the presidency. He remained the chief executive officer of this important enterprise until his death, which occurred on the 13th of February, 1914, and he was long regarded as an outstanding figure in paper manufacturing circles of the country. He was also a director of the Lee Savings Bank and of the Greylock Mills at North Adams, Massachusetts.

Mr. Smith was united in marriage to Miss Annie B. Foote, October 13, 1886, and they became the parents of three daughters, Juliet, Elsie and Lucile, all of whom are graduates of Vassar College.

That Mr. Smith was a representative of one of the oldest families of the country is indicated in the fact that he held membership with the Sons of the American Revolution. He was a thirty-second degree Mason and a strong temperance worker, giving untiring effort to a cause which he believed to be most vital to the welfare of the individual and the progress of the nation. He was also chairman of the Pittsfield Young Men's Christian Association and his influence was ever on the side of right, progress, reform and improvement. Not only did he attain prominence in business but was recognized as a man of marked and beneficial influence in the community in which he lived. He was active in the local Congregational church, in which he served as deacon and superintendent of the Sunday school and was on the international committee of the Christian Endeavor Society.

FRANK KUSSUTH SOUTHWORTH

Frank Kussuth Southworth, who through the orderly stages of a progressive development rose to the presidency of the Ware Lumber Company, at Ware, Massachusetts, was born in Hardwick, this state, September 2, 1851, and passed away at Ware, May 7, 1929. He was a son of Constant and Sarah (Sibley) Southworth. Having acquired a public school education, he next entered Dean Academy at Franklin, Massachusetts, and passed the final entrance examinations for the Worcester Polytechnic Institute, but did not enter that school. From 1871 until 1878 he was employed as a civil engineer upon various railroads in Massachusetts and southern New Hampshire and at the latter date he entered the lumber business at Hardwick, being there engaged along that line for thirteen years or until 1891 in partnership with his brother, Oscar. In 1891 he organized the Ware Lumber Company at Ware, which was a merger of the old company at Hardwick with the Coney Box Company at Ware, and D. F. Marsh & Company of Ware, and today the Ware Lumber Company ranks as one of the most important in the state, its business being now one of large volume. The success of this enterprise is attributable in large measure to the unfaltering efforts and business ability of Mr. Southworth, who possessed sound judgment and keen discrimination and whose labors were richly resultant.

On the 10th of December, 1878, in Hardwick, Massachusetts, Mr. Southworth was married to Harriett Stark, who survives him. They became parents of two sons: Bernard W., who is president of the Ware Lumber Company; and Gilbert S., vice president and secretary of the same company.

In his religious faith Frank K. Southworth was a Universalist, holding membership in the church at Hardwick, in which he was greatly interested, taking helpful part in its activities. His was a well spent life in which he achieved success in business and in which his influence was a potent force for good to those among whom he lived.

FREDERICK H. BISHOP

Frederick H. Bishop, vice president of the Universal Winding Company of Boston, with over forty years' connection with the business, bringing him the widest experience in this field, was born in Ashford, Connecticut, March 30, 1849, a son of George R. and Adeline C. (Coe) Bishop. He acquired a common school education in Ashford, but before reaching the age of fourteen years he joined the Federal Army as a musician and served through the Civil war, being discharged February 11, 1867, after four years' service. He then returned to his native city and followed music as a profession until obliged to give it up on account of his health. From that time forward he has given his attention to mechanical interests. He became connected with Colt's Patented Firearms Company, formerly Colt's Armory, in Hartford, Connecticut, and remained in that connection for about four years. He then became associated with the Wardwell Sewing Machine Company of Woonsocket, Rhode Island, and in 1888 with the thread firm of J. R. Lesson & Company of Boston as selling agent. His ability along mechanical lines led to his practical handling of the machinery and the machinery sales for the Universal Winding Company following its organization, and he is now vice president of the corporation, with which he has been identified for more than four decades, contributing to its success through his mechanical skill and executive ability in notable measure. What he has accomplished represents the fit utilization of his innate powers and talents. He has labored earnestly and persistently in the achievement of his purposes and has made valuable contribution to the success of the corporation of which he is now an executive. The Universal Winding Company, organized in Boston, is now a world-wide organization in its trade relations, with branches in the principal cities of the world. The company manufactures textile winding machinery, producing the best known of its kind, and its patronage covers many lands. He is not only vice president and a director of the Universal Winding Company, but is also a trustee of the Quincy (Mass.) Savings Bank and president and director of the Wollaston Cooperative Bank.

In 1875 Mr. Bishop was married to Miss Frances Cornwell, of Hart-

ford, Connecticut, and they have a son, Francis H., who was born in 1886. Mr. Bishop is a member of the Grand Army of the Republic, proudly wearing the little bronze button that proclaims him a representative of the order which was the defense of the nation in one of the darkest hours of her history. In matters of citizenship he has always maintained a progressive attitude, but has never been an office seeker, giving the major part of his time and attention to his business affairs.

WALTER W. FIELD

Walter W. Field, a representative of machinery manufacturing interests in Cambridge, being now president of Walter W. Field & Son, Inc., was born in Tonawanda, New York, January 15, 1853, and pursued his education in the public schools of his native state until 1867, when at the age of fourteen years he came to Boston and has since remained a resident of Massachusetts. Here he obtained employment in the machine shop of Rawson & Hettinger and later he became associated with Kendall & Roberts, working his way upward while in the employ of that firm until he was advanced to the position of foreman. In 1892 he began business on his own account and has so continued, although the firm name has been changed to Walter W. Field & Son, Inc., with the admission of his son, W. Stanley Field, to a partnership in the enterprise in 1910, at which time Mr. Field became president, with W. Stanley Field as secretary-treasurer. They employ about twenty-five men and the business has steadily increased. Their patronage has to do not only with their own output, but with other lines as well, for they also represent many well known manufacturers of contractors supplies, such as the Lambert Hoisting Engine Company of Newark, New Jersey, Metalweld, Inc., of Philadelphia, Pennsylvania, the Worthington Pump & Machinery Corporation, the Dake Engine Company of Grand Haven, Michigan, and the Cleveland Rock Drill Company.

On the 25th of December, 1875, Mr. Field married Miss Wilhelmina J. Leach, of Portsmouth, New Hampshire, and their only son, W. Stanley Field, was born October 30, 1883. He was educated in Cambridge and after leaving the public schools attended a business college. His initial business experience was received in Philadelphia, where he remained from 1906 until 1910, when he joined his father in Cambridge in the conduct of the machinery manufacturing establishment that has since been conducted under the style of Walter W. Field & Son, Inc. The labors of the son ably supplement and round out the efforts of the father, thus making a strong business combination. On the 18th of September, 1906, W. Stanley Field was married to Carlotta M. Mathes, of Newmarket, New Hampshire, and they have two sons, Logan S. and Ralph H., both attending the Watertown high school.

Both Walter W. Field and his son are republicans in their political affiliation. The father is a Mason, belonging to the blue lodge, chapter and commandery, while the son is a Royal Arch Mason. Walter W. Field has membership in the Union Club of Cambridge and his son in the Rotary Club and the Square and Compass Club.

EDWIN CLIFFORD JOHNSON

The H. A. Johnson Co. of Boston, of which E. C. Johnson is the president, holds a foremost position in those trade circles which handle food supplies, machinery and equipment for bakers, confectioners, hotels and institutions. Mr. Johnson was born in Chelsea, Massachusetts, May 1, 1882, a son of Henry Augustus and Helen Bertha Johnson. He completed a course in the Boston Latin School and graduated from Harvard University in 1904, whereupon he entered the business that had been established by his father, Henry A. Johnson, then handling supplies for bakers and confectioners. Since that time the business has been enlarged in scope to include the sale of food supplies to many allied trades. The company's name is synonymous with fair dealing and progressive methods and Mr. Johnson has maintained the high standards of the organization and promoted its activities along the lines of constantly broadening and honorable success.

In Boston, June 25, 1906, he was married to Miss Eva Gertrude Stickney and they have one son, Edwin Clifford, Jr. Mr. Johnson is a member of the Executives Club, the Exchange Club, the Boston City Club, the Harvard Club of New York, and the Brae Burn Country Club of West Newton. He has long been prominent in the affairs of the Boston Chamber of Commerce, serving as a director, as a member of the executive committee and as vice president. He is also president of the National Association of Bakers Supply Houses. Fraternally he is a thirty-second degree Mason, belonging to Dalhousie Lodge, F. & A. M., at Newtonville, and he is also a member of Aleppo Temple of the Mystic Shrine in Boston.

JOHN ELIOT THAYER, JR.

Varied business interests have profited by the active cooperation and keen insight and discrimination of John Eliot Thayer, Jr., of Boston, who has also rendered important public service in both branches of the Massachusetts general assembly. He was born in Lancaster, this state, August 19, 1887, and supplemented his public school education, obtained at the Groton school, by a course in Harvard College, which he completed as a member of the graduating class of 1910. He also spent one year as

a student in the Harvard Business School. He has devoted not a little of his time and attention to public duties of an official character. For six years he filled the office of road commissioner of the town of Lancaster and in 1922 he was elected to the house of representatives for a two years' term, while in 1924 public suffrage made him a member of the state senate for a four years' term. He did important work in the assembly in his support of many progressive measures which are proving of vital worth to the commonwealth. He served as chairman of two important committees—that on education and that on banks and banking—and he was also a member of the committees on mercantile affairs, labor and industries and towns. His business interests are comprehensive in scope and important in their relation to the material development and progress of the state along industrial, manufacturing, commercial and financial lines. He is now a member of the well known firm of Curtis & Sanger and is a trustee of the Nathaniel Thayer estate. He fills the offices of secretary and director of the Barragua Sugar Company, treasurer and director of the Butters Lumber Company and president and director of the Clinton Trust Company. He has place on the directorate of the Edison Electric Illuminating Company of Boston, the Fall River Gas Company, the Hamilton Woolen Company, the Kansas City Stockyards Company, the Massachusetts Fire & Marine Insurance Company, the Detroit Life Insurance Company and the National Rockland Bank of Boston. Moreover, he is a trustee of the New England Conservatory of Music and a director of the Old Colony Railroad Company, the Punta Alegre Sugar Company and St. Mary's Mineral Land Company. His sound judgment and business insight have been important factors in correlating and coordinating interests and in bringing about substantial developments which are highly resultant. He is interested in all that is of civic worth and is filling the office of assistant treasurer of the Boston Museum of Fine Arts.

WILLIAM GORSE COMPANY, INC.

The William Gorse Company, Inc., of Needham Heights, is engaged in the manufacture of elastic hosiery for surgical use, also corset fabrics, girdles and abdominal belts. The business was established in 1874 by William Gorse, who was continuously connected therewith until his death, which occurred in 1921, when he was seventy-nine years of age. He came to this country from Derby, England, at the age of thirty-two years and started working at his trade, which was that of knit goods, being thus employed for several years or until the William Gorse Company was organized. He developed a substantial business in the manufacture of the lines indicated, ever holding to high standards as to product and building up a gratifying trade through honorable business methods.

Mr. Gorse married Miss Phebe Shaw, also a native of England, and

they became parents of eight children, four having died. The others are: Frank W., Phebe, who is Mrs. A. J. Littlehale; Hannah M.; and Minnie M. Since the father's death the business has been carried on by the family. It was originally begun in a small way in the family home and today the company owns a well equipped plant and furnishes employment to thirty-five people. The present officers of the company are: Hannah M. Gorse, president; Arthur W. Littlehale, vice president and general manager; and Minnie M. Gorse, secretary and treasurer.

EZEKIEL VAN NOORDEN

Ezekiel Van Noorden, treasurer of the E. Van Noorden Company, which was established in 1873, is thus actively associated with one of Boston's important manufacturing enterprises, producing "Vanco" products, which include skylights, ventilators, doors, partitions, store fronts, metal windows, architectural copper work and similar lines.

Mr. Van Noorden was a young man of twenty-five years when this business was established. He was born in New York city, May 21, 1848, a son of Solomon and Deborah Van Noorden, who came from Holland to the new world. The father engaged in the clothing business and from New York he removed with his family to Syracuse, New York, and in 1854 to Detroit, Michigan, where Ezekiel Van Noorden acquired his early education in the Bates street public school. The latter's opportunities in that line were limited, however, and when but fourteen years of age he began providing for his own support by working for William H. Bennett & Company, tin-smiths of Toledo, Ohio, to which city the father had removed with the family two years previously.

After three years spent in that connection Ezekiel Van Noorden went to Chicago, where he became an employe of Emery & McFarland, who were also engaged in doing cornice work. After a few years he returned to Toledo, Ohio, and obtained a position with the firm of Stevens & Yardley, with whom he won promotions until he was made foreman. By that time he had thoroughly mastered the business and when in 1873 he made a visit to Boston he was approached by several business men who desired him to remain and start a business here. He carefully considered the proposition and a few months later organized the firm of Smith & Van Noorden to engaged in the manufacture of cornice work and skylights. The partnership was maintained until 1878, after which Mr. Van Noorden conducted the business alone for a short period and then again took in a partner, who continued until 1892. With the passing years the trade steadily increased and in 1899 the business was incorporated under the name of E. Van Noorden Company, with Mr. Van Noorden as president and Charles W. Early as treasurer. In 1912, however, a reorganization was effected and the company was incorporated under the laws of Massachusetts with William G. Kiefer as president, Carl L. Mittell as vice president and E. Van



Ezekiel Vanhorden

Noorden as treasurer, these gentlemen continuing as the executive board of the enterprise. Mr. Van Noorden is recognized as the dean in his branch of manufacturing, which includes skylights, ventilators, metal windows, architectural copper work, general sheet metal work, kalamein doors, partitions and store fronts. He has invented and patented many devices and at the age of eighty-one he is still active in the management and interested in all of the details of this now extensive business, which furnishes employment to many men. At an age when most men would retire he finds himself in good health, due to his careful living, able to take heavy responsibility in the management and direction of the business which he has built up. The plant ships its products over the entire country and the business is constantly increasing.

In 1874 Mr. Van Noorden was united in marriage to Miss Sarah Van Baalen, of Detroit, Michigan, with whom he had been acquainted from the age of four years, and their marriage has been one of continuous happiness and contentment. Mrs. Van Noorden organized the Boston Council of Jewish Women, of which she became the first president. It was formed for social and charitable activity and has been a force along both lines in this city. Mrs. Van Noorden is now seventy-six years of age and, like her husband, enjoys good health. They have become parents of three children: William, who died at the age of twelve years; Flora, the wife of William G. Kiefer, who is president of the E. Van Noorden Company; and Deborah who was a graduate of Smith College and died at the age of thirty years. There are also three granddaughters; Frances Clara, Margaret and Barbara Kiefer.

Mr. Van Noorden has traveled extensively both in this country and abroad. He finds great enjoyment in lectures, in concerts and in all those forces which are cultural and elevating. He is a member of the Masonic fraternity and of the Jewish Temple of Israel. He is truly a self-made man, for he started out in life empty-handed when but a youth, and today success in substantial measure is his, all having been acquired through methods that will bear the closest investigation and scrutiny. He believes in treating everyone right and he looks for the good in others, while throughout his entire career he has made it his rule to do something worth while every day.

V. FRANK HOLMES

Since 1908 V. Frank Holmes has been identified with the industrial development of Massachusetts and is now the directing head of the Power Equipment Company, with offices at 250 Stuart street in Boston, which specializes in the installation of pumping and power plant equipment and other machinery. His entire experience since entering the business world has been along engineering lines. He was born in Jamestown, New York, December 8, 1877, a son of Victor and Fanny (Crumb) Holmes.

Following his high school training he attended the polytechnic institute of Copenhagen, Denmark, and also the Massachusetts Institute of Technology. He initiated his business experience as an employe of the Dravo-Doyle Company of Pittsburgh, acting as sales engineer for three years. Later he was transferred to Cleveland, where he represented the company for four years, and in 1908 he organized the Massachusetts corporation known as the Power Equipment Company, which now employs six traveling salesmen for the New England territory. This company specializes in pumping equipment, power plant equipment, heat transfer apparatus and other machinery, and under the careful guidance of Mr. Holmes a business of substantial proportions has been developed. He is likewise a director of the New Haven Nash Corporation, a director of the General Equipment Company of Tampa, Florida, and of other business enterprises.

On the 10th of November, 1901, Mr. Holmes married Miss Adele Daugherty, of Pennsylvania, a daughter of George W. and Agnes (Hillberry) Daugherty. They now have two children, Francelia E., and Ruth A.

In his fraternal relations Mr. Holmes is a Mason, belonging to St. John's Lodge, F. & A. M.; St. Andrew Chapter, R. A. M.; and the Knight Templar commandery. He finds recreation and pleasure in golf and greatly delights in travel, having crossed the ocean twenty-two times. The success which he has attained in business now provides him with that leisure which enables him to indulge his taste in this direction and there are few interesting points in Europe and the orient that are not known to him.

JUSTIN L. COBB

Justin L. Cobb is at the head of the J. L. Cobb Company, jewelry manufacturers of Mansfield, which business he there established thirty-seven years ago and has developed to substantial and profitable proportions. He was born in Wrentham, Massachusetts, August 8, 1866, his parents being Lyman A. and Cornelia E. (Whipple) Cobb, also natives of this state. The father, who was a farmer by occupation, became a jeweler in his later years.

Justin L. Cobb spent the days of his boyhood and youth on the home farm and attended the public schools in the acquirement of an education. At the age of sixteen years he began learning the jeweler's trade in Plainville, Massachusetts, and in this field of activity he has continued to the present time. He was employed as a foreman in Providence, Rhode Island, prior to becoming a traveling salesman for Cheever, Tweedy & Company, manufacturing jewelers of North Attleboro, Massachusetts, and subsequently embarked in business at Attleboro Falls in association with William Bell under the firm name of Bell & Cobb. The year 1892 witnessed

his arrival in Mansfield, where he established his present business in partnership with Frank J. Evans and Frank M. Cobb, forming the firm of Cobb, Evans & Cobb. In 1894 he purchased the interest of Mr. Evans and the business was afterward conducted under the style of F. M. & J. L. Cobb until January, 1929, when the latter admitted his son, J. L. Cobb, Jr., into the firm, which is now known as the J. L. Cobb Company. They specialize in men's jewelry and furnish employment to about fifty people in the manufacture of cuff buttons, collar buttons and a general jewelry line, occupying about twenty-five thousand square feet of floor space. The business of the company has been developed from a small beginning to extensive proportions and their goods are now sold in all parts of the country. Aside from his identification with industrial interests Mr. Cobb also figures prominently in financial affairs as president and director of the First National Bank of Mansfield.

In 1895 Mr. Cobb was united in marriage to Miss Anna C. Mendell, of Plainville, Massachusetts. They are the parents of three children, namely: Doris M., the wife of Lincoln Dean; Marian C.; and Justin L., Jr., who married Emily Roberts.

Mr. Cobb has membership in the Rotary Club and fraternally is affiliated with the Masonic order, belonging to Bristol Commandery, K. T. He enjoys enviable standing as a successful representative of manufacturing and financial interests in his native state and is held in high esteem as a man and citizen.

WILLIAM MELVIN BAILEY

William Melvin Bailey, well known in the engineering and construction field, his specialty being the designing and construction of buildings, has his offices at 88 Broad street in Boston. He was born in Winthrop, Maine, October 20, 1869, and is a son of William Penn and Charlotte (Gove) Bailey. After acquiring a high school education he entered the University of Maine, in which he completed a course in engineering with the class of 1891, and throughout the intervening period from that day to the present he has directed his efforts in the engineering field with notable success, being particularly engaged at the present time in designing and constructing buildings, many of the fine structures of Boston and contiguous territory standing as monuments to his skill and business ability. Operations are carried on under the name of the William M. Bailey Company, of which he is president and treasurer.

On the 30th of October, 1895, at Shelburne Falls, Massachusetts, Mr. Bailey was united in marriage to Janette A. Woodward, who was there born December 18, 1875. They are the parents of two daughters and a son, namely: Ruth W., the wife of George E. Graves, of Lexington, Massachusetts; William L.; and Miriam. Mrs. Bailey has membership in the

Women's Republican Club of Massachusetts, with headquarters in Boston, and in the Old and New Club of Malden.

Mr. Bailey and his family attend the Center Methodist church at Malden, in which he holds membership. He is also a Mason, belonging to Converse Lodge, F. & A. M.; Tabernacle Chapter, R. A. M.; and Beauseant Commandery, K. T. He is now numbered among the public officials of Malden, serving as school commissioner, his term of office extending from 1927 until 1930. He belongs to the Kernwood Club of Malden, the Bear Hill Golf Club and to the Chamber of Commerce of Boston, while along professional lines he has membership with the American Society of Civil Engineers.

THE SHERMAN CORPORATION

The Sherman Corporation, industrial and management engineers, cover a wide scope in their activities, having offices at 31 Milk street, Boston, at 292 Madison avenue, New York city, and at 208 South La Salle street in Chicago. The Sherman Corporation Canada, Ltd., is in the Metropolitan building, Toronto.

The company serves many leading industrial corporations, railroads, banks and mercantile organizations, such as chain stores, wholesale houses, etc., in making operating surveys, performing production engineering and industrial engineering services, sales engineering, organizations and mergers.

John F. Sherman, who is head of the business as chairman of the board, is also a director of the Bankers Bond & Mortgage Company of New York; the McLellan Stores Company of New York; the Bankers Security Corporation of Philadelphia; the Franklin Bond & Mortgage Company of Philadelphia; the Almar Stores Company of Philadelphia; the Footwear Guild, Inc., of Boston; the Industrial Rayon Company of Cleveland; the Ritz-Carlton Hotel of Boston and the Green Hamilton Company of Boston.

The business of The Sherman Corporation is officially organized with F. B. Hull as president of the eastern district, with office in New York, and W. K. Lunt as president of the western district, with office in Chicago.

Typical of companies which have retained The Sherman Corporation are: Almar Stores Company; American Stove Company (Quick Meal Division); Anderson Box & Basket Company; A. P. W. Paper Company; Burgess Battery Company; Campfire Company; Carey Salt Company; C. B. Cottrell & Sons Company; Charles Riegelman Company; Chicago Mill & Lumber Corporation; Coleman Lamp & Stove Company; Consolidated Paper Company; Continental Can Company; Curtis-Stephens-Embry Company; Cushman-Hollis Shoe Company; Delaware, Lackawanna & Western Railroad Company; Dominion Paper Company; Enterprise Aluminum Company; Follansbee Brothers Company; Footwear Guild,

Inc.; General Leather Industries, Inc.; Happiness Candy Stores, Inc.; Howell Electric Motors Company; Hugh Lyons & Company; John Ritchie Company, Ltd.; Lewiston (Me.) Chamber of Commerce; Loose-Wiles Biscuit Company; Louis Mark Shoe Stores; Matthews Brothers Manufacturing Company; McCord Radiator & Manufacturing Company; Missouri Pacific Railroad Company; Montreal Dairies, Ltd.; Moon Motor Car Company; Morse Dry Dock & Repair Company; Mosinee Paper Mills Company; Precision Castings Company; Ramapo Ajax Corporation; R. Wallace & Sons Manufacturing Company; Schwarzenbach, Huber & Company; Shelby Salesbook Company; Spencer-Smith Machine Company; Spicer Manufacturing Corporation; Standard Oil Company of Indiana; Sunbeam Electric Manufacturing Company; Thatcher Manufacturing Company; Thomas Maddock's Sons Company.

WILLIAM R. BENOIT

William R. Benoit, president of the Perfection Laundry Corporation of New Bedford, was born in Oxford, Massachusetts, January 9, 1872, and there remained to the age of ten years, becoming a resident of Rhode Island in 1882. He was a youth of sixteen when he arrived in New Bedford, where he has since made his home, winning for himself a creditable position in its business circles. In 1894 he secured appointment to a position on the police force, with which he was continuously connected until 1909.

Desirous, however, of engaging in business on his own account, Mr. Benoit established a small plant for the conduct of a laundry business. On the 10th of October, 1909, the Perfection Laundry Company was organized with a capital of seven hundred dollars. The original plant was a little shop thirty-five by thirty-five feet on Larch street. Excellent work soon won for the industry a liberal patronage, which grew with the passing years and demanded larger quarters, which were secured in 1913, when Mr. Benoit built the present plant, erecting an addition thereto in 1924. The capacity of the laundry is eighty-two family washings per hour. During the influenza epidemic the Perfection Laundry Company did all the work for the city of New Bedford. The company has had the patronage of hospitals and other public institutions, and something of the growth of the business is indicated in the fact that while seven people were employed in 1909, there are forty-one names on the payroll in 1929. In 1910 eighty-four dollars per week was paid out in wages and today one thousand dollars is weekly turned over to the employes. The plant represents an investment of one hundred and twenty-five thousand dollars and is supplied with the latest machinery and facilities, being the last word in laundry equipment. From the outset Mr. Benoit has maintained the highest standard of service which nothing has caused him to alter at any time. Reasonable prices, honorable dealing and thorough

dependability have obtained for him a large patronage, all of which is indicative of his capability, his enterprise and his progressive spirit.

Mr. Benoit was married November 28, 1891, at New Bedford, to Rose E. Chicoine. They have become the parents of ten children, seven of whom are living: William A., Walter R., Mrs. Rose E. Feeley, Mrs. A. Leona Brunette, Mrs. Violet C. Fitzkee, Yvonne I., and Clifton A. There are also twenty grandchildren.

ROBERT LYMAN HAM

Something of the scope of Robert Lyman Ham's activities is shown in the long list of business organizations with which he is associated in an official capacity. Since 1909 he has continuously been connected with the King interests and in 1924 assumed control of all the various companies.

Mr. Ham is a native of Dorchester, Massachusetts, his birth having occurred March 10, 1892. While spending his youthful days in the home of his parents, Charles A. and Julia E. (Chipman) Ham, he pursued a public school education until he had completed the high school course. Later he took a four years' La Salle Extension University course in about a year and a half and he also completed a four years' course in the National Accounting School, finishing this within a year and a half, with a grade of one hundred in both courses. Following his graduation from the National Accounting School he prepared thirty lessons in accountancy and was made a director of that institution. He also further qualified for a professional career by a course in the Pace & Pace school. He made his initial step in the business world in 1909 as office boy to Theophilus King, president of the Falls Clutch & Machinery Company. Step by step he worked his way upward until in 1915, having qualified by thorough professional training, he became accountant for all of Mr. King's industries, including about twenty-five separate firms. Since that time he has been more and more closely associated with the management of these various business interests and in 1924 he assumed control of all the different companies. He is now largely shaping the policy and directing the activities of fifteen or more important commercial, industrial and financial concerns of the state, being secretary and director of the Beverly Evening Times of Beverly Massachusetts; treasurer and director of the Falls Clutch & Machinery Company of New York; assistant treasurer and director of the Falls Rivet & Machinery Company of Maine; assistant treasurer and director of the Granite Trust Building Corporation; treasurer and director of the Homestead Manufacturing Company of Chicago; director of the Inman Cooperative Bank of Cambridge, Massachusetts; treasurer and director of the New England Foundry & Machinery Company; assistant treasurer and director of the Novelty Manufacturing Company of Portland, Maine; director of the Quincy Quarries Company; assistant treasurer and director of the Summit Thread Company of Connecticut; assistant treasurer and director



Robert L. Ham

of the Summit Thread Company of Maine; assistant treasurer and director of the Summit Thread Company of Massachusetts; trustee of the Sumner Park Real Estate Trust of Quincy, Massachusetts; treasurer and director of the Union Activities Corporation; director of the West & Dodge Company; and director of the Climax Machinery Company of Indianapolis.

On the 3d of April, 1916, in Dorchester, Mr. Ham was married to Miss Hazel E. Murch and they are now parents of two daughters and a son: Gertrude and Roberta, aged respectively eleven and ten years; and Robert Lyman, Jr., a little lad of four years.

Mr. and Mrs. Ham have membership in the Dorchester Baptist church and he is identified with the Masonic and Odd Fellows lodges at Dorchester, where the family resides. He belongs to the Reciprocity Club, to the Boston City Club and to the Chamber of Commerce and is strong and active in his endorsement of all those measures and projects which he deems essential and vital to the life and welfare of the community.

PHILIP R. ALLEN

Philip R. Allen is president of Bird & Son, Inc., of East Walpole, engaged in the manufacture of special papers, boxes, asphalt shingles and roofings, rugs and floor coverings, and also has other business connections which establish him as one of the forceful and representative manufacturers and business men of his section of the state. He was born in Walpole, July 25, 1873, a son of Melzar and Martha (Metcalf) Allen, the former a native of Walpole, Massachusetts, and the latter of New Hampshire. The first of the family to locate in Walpole was Robert Allen, a farmer, who established his home here about 1724. In the maternal line Philip R. Allen is descended from Michael Metcalf, who was the first schoolmaster in Dedham, Massachusetts, where he settled immediately after coming to this country from England. Melzar Allen devoted his life to building operations and both he and his wife have now passed away.

Philip R. Allen supplemented a public school education by study in the Phillips Academy, from which he was graduated in 1892, and by a course in Yale University, which brought him the Bachelor of Arts degree in 1896. The following year he spent abroad, gaining that wide knowledge and liberal culture which can be acquired in no other way as quickly as in travel. In 1898 he became associated with Bird & Son in the advertising and sales department and in 1914 entered into partnership with the firm, which in 1918 incorporated under the firm style of Bird & Son, Inc., with Mr. Allen as vice president. Upon the death of Mr. Bird in 1927 he succeeded to the presidency of this company, which maintains a large and well equipped plant for the manufacture of special papers, boxes, asphalt shingles and roofings, rugs and floor coverings. Its output is widely sold and the business is one of the strong and dependable manufacturing enterprises of Norfolk county. Mr. Allen is also a director of

the Federal Reserve Bank of Boston and of the Bird Machine Company and is a member of the executive committee of the Boston & Maine Railroad.

In 1912 Mr. Allen was married to Miss Ann Kirkham, of New York city, and their two children are Philip K. and Ann C. They reside in Walpole and Mr. Allen is a member of the Exchange Club and the Union Boat Club. His business life has been marked by that steady progress which indicates thoroughness, unfaltering industry and indefatigable enterprise.

PHILLIPS DENNETT

Phillips Dennett, president of the Bird Machine Company of South Walpole and thus active in the control and operation of one of the large and important industrial interests of that section of the state, was born in Fitchburg, Massachusetts, March 16, 1892, a son of Edward Everett and Carolyn (Works) Dennett, the former a native of Portsmouth, New Hampshire, while the mother was born in Fitchburg, Massachusetts. Mr. Dennett was engaged in the woolen business in Fitchburg for some years with the Beoli Mills, now operated by the American Woolen Mills. At the present time he is living retired, making his home in Boston.

Phillips Dennett pursued a public school education in his native city and afterward attended Harvard University as a member of the class of 1913. He then entered the employ of Bird & Son, Inc., later the Bird Machine Company, his first position being that of correspondent in the sales department. He was afterward advanced to the position of assistant to the purchasing agent and later became sales manager of the Bird Machine Company. In 1926 he was elected to the presidency of this company, which is engaged in the manufacture of pulp and paper mill machinery and Pulmax short center belt drives. Their trade extends to every paper-making company in the world, orders coming to them from Japan, Holland, England, Russia, Canada and other countries. They do business through manufacturing licensees of Canada, Great Britain and Germany for central Europe and the business is constantly increasing in scope and in volume until they now employ about one hundred and twenty-five people in the plant. Mr. Dennett has spent his entire business life with this company, which has grown to be a large concern, having been started with its personnel comprising but two men and a girl. This is one of the industrial companies that was developed under the leadership of Charles S. Bird, who died in 1927. The Bird Machine Company dates back to 1909. The officers of the present company are: Philip R. Allen, chairman of the board; Phillips Dennett, president; Ralph S. Clarke, vice president; Herbert H. Miller, treasurer and secretary; and F. K. Becker, sales manager.

Mr. Dennett is a member of the Masonic fraternity and the Benevol-

ent and Protective Order of Elks and also belongs to the Boston Athletic Association, the Harvard Club of New York and the Walpole Country Club. He finds his recreation in farming, fishing and gunning and he makes his home on Milbrook Farm at Medfield, Massachusetts.

COLONIAL CAN COMPANY

The Colonial Can Company ranks with the leading productive industries of Boston and in its scope, through extensive trade relations, reaches out to various sections of the country. The business was established by Uriah B. Campbell many years ago and is now carried on by his sons, Charles H. and Harold B. Campbell. It is one of the old industrial interests of the city, for at the time of the gold discovery in California and the subsequent exodus of eastern men to the California fields Uriah B. Campbell, then a young man of twenty years, was working in a tin shop which engaged in the manufacture of big tin containers which were packed with the flour, meal and other articles that were sent around Cape Horn to the Pacific port, from which they were transferred to the mining districts. The capability which Uriah B. Campbell displayed in his work won him ready recognition and in a short time he was made foreman in a plant that produced most of the cans in New England. In 1868, when he was thirty-nine years of age, he established a business of his own, basing his success upon the broad knowledge that he had gained at a trade in which he had worked from the age of twelve years. The new enterprise steadily developed and in 1877 he was joined by his son, Charles H. Campbell. At that day the use of power was unknown, but with the oncoming of time invention wrought a marked change in the processes of tin can manufacturing. Cutting and stamping machines were introduced and today practically all of the work of tin can manufacturing is done by machinery. Power began to be applied in the middle '80s and at all times the Campbell interests have kept abreast with the improvements of the trade. The passing years have marked a constant increase in the number of the patterns of the company. With the retirement of his father Charles H. Campbell was called to the presidency of the company and associated with him in the undertaking that was begun in 1899 is his brother, Harold B. Campbell, who entered the firm some years after Charles H. Campbell undertook the work. Their business was carried on to meet the demands of the trade until after America entered the World war. Then the plant began operating for the benefit of the government. It was necessary that food should reach France in a safe condition. Poison gas rendered any food unfit for human consumption unless it was kept enclosed in a tin container. The company began manufacturing the tin cans which contained the familiar "hard bread." It took some time for the government to recognize its need in this particular and then the

Colonial factory was chosen as the best shop to produce these tin cans in New England. Mr. Campbell was a member of the Ancient and Honorable Artillery and in close touch with civilian drill work in Boston. He offered to undertake the manufacture of cans needed by the government, curtailing the manufacture of everything in the factory until at length the only output was the oblong can used for the "hard bread" sent to the American forces in the trenches. Each day saw sixty thousand cans turned out, ready for use, filled with biscuit. The company worked at top speed, every inch of room in the factory being used to turn out its daily quota of cans, which placed end to end would extend for ten miles. Soon after hostilities were brought to a close the Colonial Company received a letter from Major General George Burr, chief of staff of the war department, commending the company for its exceptionally meritorious and patriotic war service.

Today the Colonial Company is operating on a normal basis, manufacturing every kind of a can demanded by its customers, from the small cans for shoe polish, ointments and salve to those of large dimensions used in other lines of trade. A feature of the business is the personal service rendered by the Campbell brothers to their customers. They have never concentrated upon a limited line but have, perhaps at the sacrifice of profit, continued to manufacture the kind of a tin container that their customers require. They travel frequently to the cities of the middle west in order to confer with patrons concerning the manufacture of just such a can as will best be constituted to the content designed for shipment—a container that will carry the product conveniently, economically and at the same time have the greatest appeal to the food-buying public. Their cooperation is continuously sought by presidents of some of the largest concerns in the United States using tin containers, and the Campbell brothers are continually seeking to make these containers so attractive that a psychological effect will be had in the purchase. They have never deviated from the high standards introduced at the outset and at all times have directed their enterprise in harmony with the spirit of progress and development that has brought a notable revolution in the manufacturing field in which they operate.

HARRY MINTZ

Harry Mintz, president of the New England Bedding Company of Medford, was born in Vilna, Russia, in 1872 and there obtained a common school education. He crossed the Atlantic when twenty-two years of age, landing at New York, where he spent several months, after which he removed to Boston and entered the employ of Brown Brothers, bedding manufacturers, who largely specialized in mattresses. Mr. Mintz continued with that firm for about eight years and then in partnership with

his brother established an independent business under the style of Mintz Brothers. After a year of successful operation they admitted several others to a partnership and incorporated the business in 1903 under the name of the New England Bedding Company. Harry Mintz was chosen president of the organization and still occupies that office, giving his attention to administrative direction and executive control. Under the careful guidance of himself and his associates the business has grown enormously and the company now has a modern plant at Medford which is one of the largest of the kind in the east. They manufacture all types of steel beds, mattresses and porch swings and the output of their factory is widely shipped over a broad territory.

Mr. Mintz was married in Boston, in 1898, Miss Mary Hoffman becoming his wife. She is an active worker in the synagogue and belongs to several women's clubs. Their children are; Lillian, now the wife of Ervin Halpern; Henry, who married Pearl Yabner; Aleck; Isabelle; and Martha.

Mr. Mintz saw service in the Russian army covering several years. Fraternally he is an Odd Fellow, but the major part of his time and attention has been given to his business interests and he has been a hard worker, his close application and unfaltering energy constituting the foundation upon which he has built a substantial success.

MORRIS FELDMAN

With the incorporation of the New England Bedding Company of Medford, Middlesex county, Morris Feldman became its treasurer and has so continued, and his identification with the bedding manufacturing business dates from 1898, so that he has had wide and valuable experience in this field. He was born in the Baltic province of Jacobstadt Kurland, Russia, May 15, 1875, and attended school in that country, while after coming to the United States he was for five years a student in the evening sessions of the high school at Boston. He arrived in Boston in 1893 and entered into partnership with a Mr. Rosenbloom for the manufacture of bedding under the name of the West End Mattress Company. He has since operated along this line and is now treasurer of the New England Bedding Company, which was incorporated in 1903, since which time he has continuously filled his present official position. He is also a director of the Oriental Bed Company.

At Boston, on the 12th of February, 1899, Mr. Feldman wedded Sarah Heifetz, of this city, and they have three children. Freda, who was graduated from the New England Conservatory of Music, is now the wife of Bernard Cantor. Jacob C., born January 1, 1903, was graduated from Harvard University in 1923 with the degree of Bachelor of Science and is now associated with his father in business. He is also active in tennis

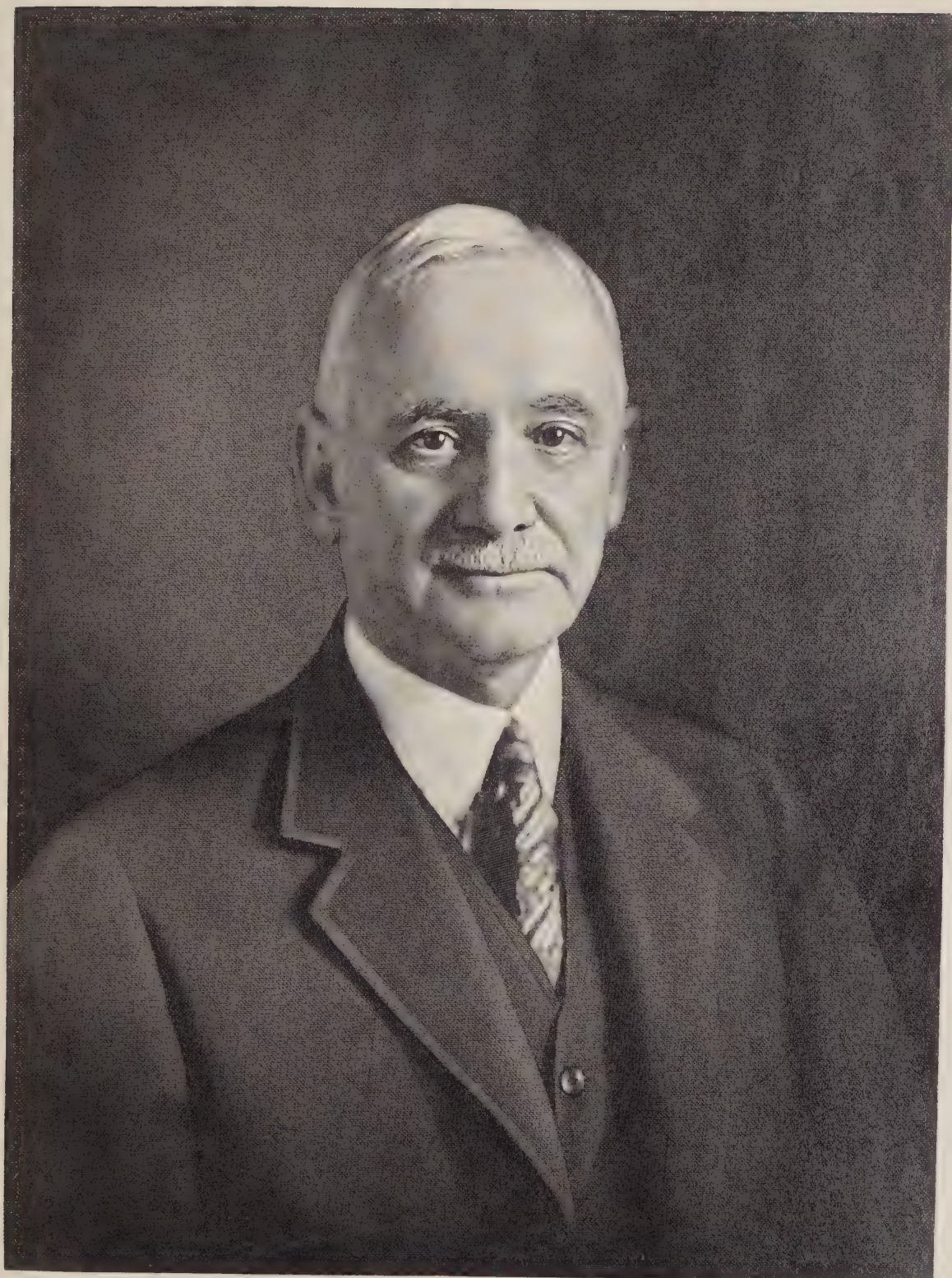
and other outdoor sports. Ralph, born March 7, 1913, is now a pupil in the English high school and is preparing for Harvard.

Mr. Feldman devotes the greater part of his time and attention to his business interests, which are steadily growing, but when leisure permits enjoys a game of golf, finding his recreation in that way. His wife is active in the work of the synagogue, in charitable organizations and in women's clubs and they are well known in Boston, where they have made many friends.

FRED DREW

Fred Drew, prominently known in both industrial and financial circles of his native state, occupies the presidency of the Brockton Last Company, manufacturers of shoe lasts, with which concern he has been continuously identified for more than four decades. He was born at East Weymouth, Massachusetts, August 31, 1866, his parents being John B. and Mary (Ames) Drew, who were natives of Durham, New Hampshire, and West Quincy, Massachusetts, respectively. He obtained a grammar school education in his youth and was a young man of twenty-two years when he entered upon what proved to be a permanent association with the Brockton Last Company, serving first as bookkeeper and shipper. Thereafter he filled various offices and on the death of William H. Cary purchased his interest in the business, as he subsequently did that of A. A. Delano when the latter passed away. The company was incorporated for one hundred and fifty thousand dollars and now has common stock of one hundred thousand dollars. In its large and modern plant employment is furnished to from sixty to ninety workmen. Mr. Drew has become widely recognized as an executive of marked ability, sound judgment and unfaltering enterprise and thus his cooperation has been sought in the successful control of various other industrial, commercial and financial concerns. He is now president of the Avon Sole Company, president and treasurer of the Protector Last Reinforcing Company of Brockton, a director of the Home National Bank and the Security Cooperative Bank of Brockton and second vice president of the People's Savings Bank. Moreover, he is rendering effective service as a member of the finance committee of the Brockton Hospital and as vice president of the Brockton Agricultural Society.

On the 16th of November, 1892, Mr. Drew was united in marriage to Susie I. Holmes and they have a son, John Burnham. Mrs. Drew has taken a prominent part in the work of the Red Cross and the Visiting Nurses Association. A thirty-second degree Mason, Mr. Drew is past commander of Bay State Commandery, K. T., of Brockton; past illustrious master of Brockton Council, R. & S. M.; and a member of Boston Consistory and Aleppo Temple of the Mystic Shrine. He attends the services of the Church of the New Jerusalem and his name is on the membership rolls of the Brockton Commercial Club, the Merchants & Manufacturers Club, the



Fred Drew.

Woods Hole Golf Club, the Pocasset Golf Club and the Thorny League Golf Club, the last named associations indicating his favorite form of recreation.

CARL G. DAVIS

Among the important business enterprises that center in Springfield is numbered the American Saw & Manufacturing Company, of which Carl G. Davis is treasurer. He is well known to his fellow townsmen, for his entire life has here been passed. He was born in Springfield, March 9, 1884, a son of Everett L. and Ella F. (Goodrich) Davis, and attended the local schools, completing the high school course as a member of the class of 1902. He then entered the financial field by becoming an employe of the J. P. Morgan Company of New York city, acting as a clerk in the foreign department until 1910. He then returned to Springfield, where he secured the situation of advertising manager with the Victor Saw Works, continuing to act in that capacity until 1912. He next filled the position of office manager at the Napier Saw Works until 1915, when he organized the American Saw & Manufacturing Company. The present plant was erected in 1917, while additional floor space was secured in 1928. The equipment of the plant is lacking in no particular. It is thoroughly modern and its output finds a ready sale because of the standard quality of the product. Mr. Davis is the treasurer of the company and a member of its board of directors and he is likewise on the directorate of the Springfield National Bank.

On the 4th of August, 1915, in his native city, Mr. Davis married Miss Ida M. Reid. His interest in community affairs has been shown in many tangible ways and any project to advance the public welfare may always count upon his endorsement and support. He is now serving as chairman of the American Red Cross for western Massachusetts. Fraternally he is a Mason, having attained the thirty-second degree of the Scottish Rite. He belongs also to Melha Temple of the Mystic Shrine and he has membership in the Springfield lodge of Elks. Appreciative of the social amenities of life, he is connected with the Colony Club, Longmeadow Country Club and the Berkshires Hunt and Country Club.

WALTER JOSEPH LITTLEFIELD

Walter Joseph Littlefield, who is engaged in the manufacture of woolen and cotton piece goods, having been identified with the Thorndike Company of Boston since March, 1928, was born August 23, 1894, in the capital city, his parents being Walter and Luigina (Pagani) Littlefield. He attended the De Witt Clinton high school, from which he was grad-

uated in 1912, and he completed a course in Harvard College with the class of 1916, at which time the Bachelor of Science degree was conferred upon him. He also received the same degree from the Massachusetts Institute of Technology after two years' study there. Turning his attention to manufacturing circles, he became identified with the manufacture of bed comfortables and carpet lining with the Union Carpet Lining Company at Watertown, Massachusetts. From 1923 to 1928 he was also assistant to the general manager of the Palmer Brothers Company of New London, Connecticut, and was production manager of their four mills. Since March, 1928, he has been identified with the Thorndike Company of Boston, manufacturers of woolen and cotton piece goods, his official connection with the organization being that of treasurer and general manager. He has thoroughly acquainted himself with every phase of the business and is now wisely directing operations in the capacity of general manager.

On the 5th of April, 1918, in Newton, Massachusetts, Mr. Littlefield was married to Miss Sally Pastorius Damon, who was born in Newton, April 5, 1896, and they now have two children, Paul Damon and Joseph Pagani.

Mr. Littlefield's marriage occurred during the period of his connection with military affairs. From May until August, 1917, he was in the First Officers Training Camp at Plattsburg, New York, and from August, 1917, until January, 1918, he held the rank of second lieutenant in the Ordnance Department. He was then promoted to a first lieutenant in the Ordnance Department and so served until September, 1918, when he became a first lieutenant of Field Artillery, so continuing until December, 1918. Since March, 1919, he has been a captain of Field Artillery in the Officers Reserve Corps and he has been a captain of Field Artillery of the Connecticut National Guard since June, 1925. The character of his social activities is indicated in the fact that he has membership in the Harvard Club of Boston and in the Annisquam Yacht Club.

PETER A. SULLIVAN

Peter A. Sullivan, president of the Donovan & Sullivan Engraving Company, with offices at 235 Congress street, Boston, was born October 12, 1881, in the city in which he still makes his home, and is a son of Peter A. and Julia A. Sullivan, also of Boston. His early education was pursued in the public schools, after which he attended the Roxbury Latin School, and entering into the newspaper game, was connected for a time with the Boston Herald. Later he was with various shoe trade papers and was making that steady progress which enabled him eventually to establish a business of his own. In 1919 he became one of the organizers of the Donovan & Sullivan Engraving Company, which was incorporated the same year, and since that time he has engaged in the photo-engraving

business, making engravings in colors as well as in black and white. The company has the patronage of many of the large firms of Boston and its business also covers various other sections of New England. Year by year their patronage has increased as the excellence of their work has become known and today the Donovan & Sullivan Engraving Company, of which Peter A. Sullivan is president, ranks with the leading business organizations of this character in New England.

Mr. Sullivan was married to Miss Jessie M. Sullivan and they have four children, Peter, Paul, Gerald and Ann, who occupy with them an attractive home in Quincy. The religious faith of the family is that of the Roman Catholic church and Mr. Sullivan is identified with the Knights of Columbus. He is also affiliated with the Benevolent Protective Order of Elks and the nature of his recreation is largely indicated in the fact that he has membership in the Stoney Brae Golf Club. Politically he is a democrat but aside from the exercise of his right of franchise takes little part in politics owing to the ever increasing demands of his growing business.

ARTHUR A. KNIGHTS

Arthur A. Knights is the executive head of the Massachusetts Machine Shop of Boston, a business that was incorporated in 1907 and has specialized in the manufacture of brass washers and other flat stampings. Mr. Knights was born in Somerville, Massachusetts, January 30, 1873, and is a son of Alonzo A. and Sarah L. Knights, the mother's family name having also been Knights prior to her marriage. In Malden, Massachusetts, Arthur A. Knights completed a high school course and later entered the Massachusetts Institute of Technology. He started out in the business world as a civil engineer and so continued for four years, after which he joined his father, who was engaged in making preserves for the wholesale trade. While interested in that business he invested in a machine shop in Worcester, Massachusetts, and was forced to give more and more time to this business in order to save his investment. Eventually he took it over and moved the plant to Boston, where in 1907 he incorporated his interests under the name of the Massachusetts Machine Shop. His promptness in meeting orders and the excellence of the work turned out has enabled him to build up a large trade in brass washers and flat stampings. Long since the enterprise has been placed upon a substantial basis and is now a valuable unit in the industrial activity of the city. Mr. Knights is also a director in the Foss-Hughes Company, having the Pierce agency, and in the Foss-Hughes Realty & Automobile Insurance Company, both Philadelphia corporations.

Mrs. Knights was in her maidenhood Miss Edith J. Mayo, of Franklin Park, Revere, Massachusetts, a daughter of Nathaniel F. and Emma J. Mayo. Their children are: Alonzo F. Knights, now treasurer of the

Massachusetts Machine Shop; Doris; and Wallace G., who is also connected with the company. There are also two grand-children.

In his political views Mr. Knights has always been a republican but not an active party worker. He belongs to the Boston Athletic Association and has membership in the Chamber of Commerce, which indicates his interest in all those forces which make for community progress and the development of civic ideals and spirit.

GRANVILLE E. PALMER

Massachusetts has long maintained its position as the manufacturing center of the Union. Productive industries of the most varied character are found within its borders and along many lines the state has a position of leadership. In the electrical field notable progress has been made and there are many firms which uphold the high standards of service in this particular. Prominent in this connection is the Palmer Electric & Manufacturing Company of Waltham, which since 1911 has enjoyed a steady and rapid growth.

Granville E. Palmer, founder of the business, was born in Providence, Rhode Island, February 1, 1869, and there attended the public schools, after which he started out in the business world as an employe of the Western Electric Company of New York. Into this broad field of industrial activity he has always directed his efforts. He continued with the Western Electric Company from 1885 until 1889 and then at the age of twenty years became a representative of the American Telegraph & Telephone Company, working his way steadily upward with that corporation until he was made a construction superintendent. In 1898 he enlisted for service in the Spanish-American war, becoming first sergeant of Troop C, First Ohio Volunteers. When his military duties were over he became a traveling salesman with the H. C. Roberts Electric Supply Company of Philadelphia, his territory covering Maryland and Virginia. After a year he severed that connection to become electrical engineer with the Pettingell-Andrews Company, electrical supply dealers and manufacturers of Boston. For a decade he continued with that corporation and later he occupied the position of sales manager with the Hart Manufacturing Company of Hartford, Connecticut. In 1911 he carried out a long cherished wish to engage in business on his own account by organizing the Palmer Electric & Manufacturing Company at Boston, of which he has continuously served as president and treasurer. Operations were begun on a small scale but the business has grown extensively, having doubled and redoubled several times. The plant has been increased from time to time and again it is necessary to secure larger facilities, so that the company is now perfecting its plans for immediately doubling the size of the plant, now located at Waltham, Massachusetts. The company manufactures switch boxes in all sizes and these have an unusual

safety feature and carry the AA underwriters' approval. The business is meeting a modern requirement in electrical apparatus and the value of its output is indicated in the rapidly increasing patronage. Mr. Palmer is equally well known as an inventor and as a manufacturer. The principal product of his factory, the AA safety switch, was recognized as an advance in the art of switch manufacture by the Underwriters Laboratories, who established their AA switch classifications for the purpose of giving special recognition of this product, and the low tension alternating current network system of his design has been adopted for use in the larger cities of this country as well as abroad.

On the 19th of October, 1907, in New York city, Mr. Palmer was united in marriage to Cecil Smith, of that city. They have two children: Stephen, twenty years of age, who was graduated from Wentworth Institute of Boston in 1929 and is now taking a postgraduate course in metallurgy in Minnesota; and Christine, eleven years of age. The religious faith of the family is that of the Catholic church. Mr. Palmer is well known in club circles, belonging to the Waltham Country Club, the Boston Athletic Association and the Engineers Club of New York city. His interest in community welfare is shown in his connection with the Waltham Chamber of Commerce, of which he is a director. He is prominently known in those societies which have been formed to promote the interests of trade and commerce and now belongs to the Cambridge Industrial Association, the National Electricians Manufacturing Association, the Engineers Club of New York, the National Electric Light Association and the American Engineering Standards Committee.

W. S. BEST PRINTING CO.

CAUSTIC-CLAFLIN CO.

CONSOLIDATED

William Stuart Best was born in Medford, Massachusetts, February 28, 1856. At the age of fourteen years, he fell and injured his knee and was confined to the house for over a year. During that time he became interested in printing and was given a novelty printing press and some type by one of his relatives. Thus in 1870 was established the W. S. Best Printing Company. In 1872 he bought a Gordan press ten-inch chase and afterwards bought one more of greater capacity. In 1874 he moved his presses to 48 Bedford street, Boston, Massachusetts, running an office with W. H. Mandel. In 1881 he moved to 67 High street and put in three large cylinder presses. His first customer there was the Shoe and Leather Reporter. He also did embossing in gold, silver and Dutch metal under the firm name of Best Brothers. In 1885 he bought out his brother and moved to 93 Federal street and added two more cylinder presses to his equipment. In 1894 he moved from 93 Federal street to 530 Atlantic avenue, where the firm has since been located, and there with the continued financial assistance of

his brother, Edward H. Best, added additional cylinder presses and greater equipment for all kinds of job printing. For a period the concern operated continuously for the twenty-four-hour day, printing the National Magazine, the League of American Wheelmen Magazine, The Investigator, railroad time tables, Boston hotel menus, books, maps, and all kinds of commercial job work.

In the meantime Mr. Best joined the Ancient and Honorable Artillery Company, with the rank of lieutenant, and went with the company to Europe on its first European trip. In 1908 Philip W. Carroll took an interest in the concern and was with it until it was disposed of to the present owners. W. S. Best passed away March 30, 1917, at the age of sixty-one years.

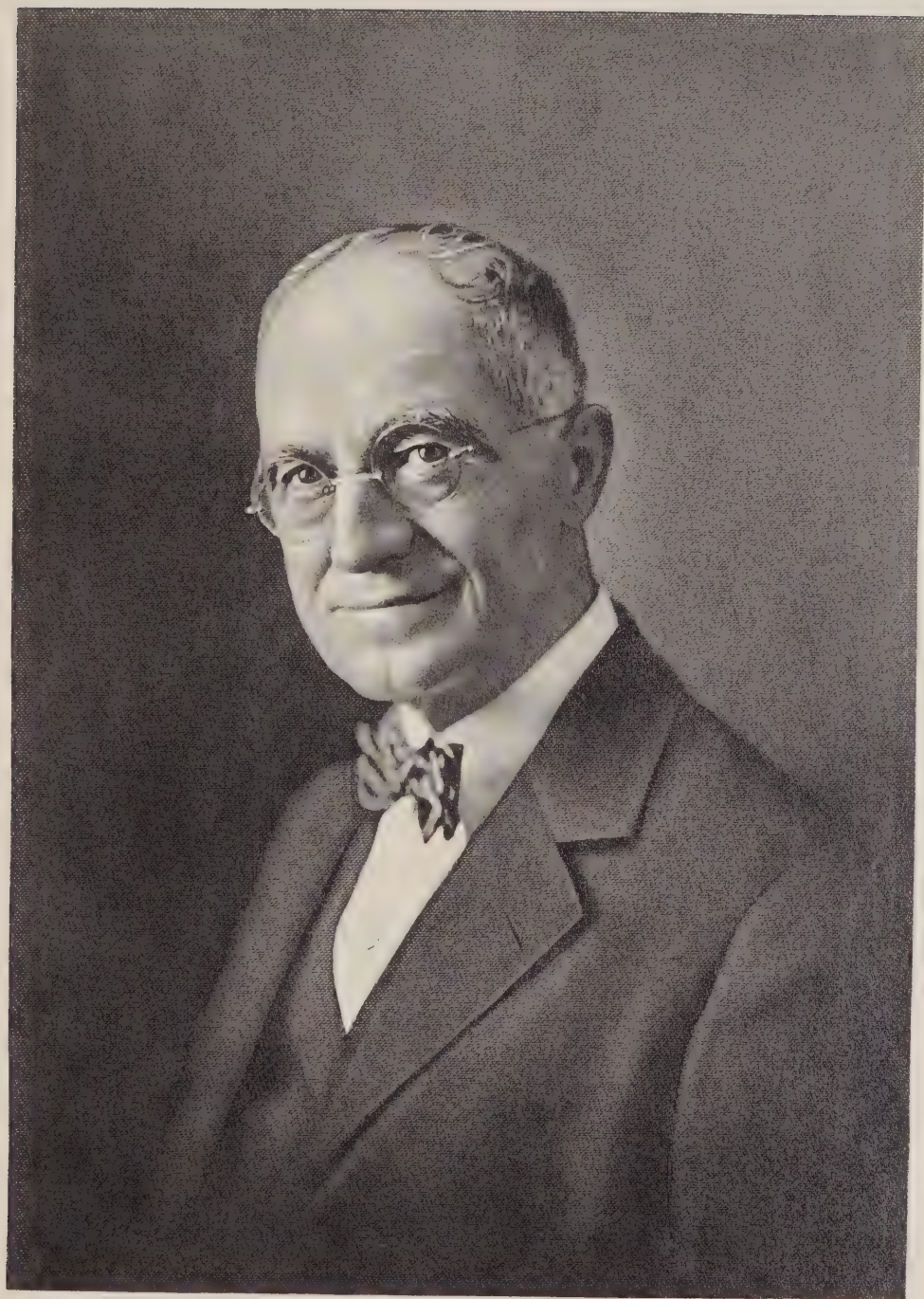
The Caustic-Claflin Company was incorporated in 1902 by Charles E. Caustic and George W. Claflin. In 1912 Mr. Claflin died. William Ledyard had the previous year purchased Mr. Claflin's interest in the business and during the following ten years the company had experienced a constant growth. On March 1, 1922, their plant located at Harvard Square, Cambridge, Massachusetts, was completely destroyed by fire. It became necessary to immediately have facilities to carry on their business, so on March 17, 1922, the business of the W. S. Best Printing Company was purchased by Messrs. Caustic and Ledyard. To conserve the business of both companies the firm is known as the W. S. Best Printing Company, Caustic-Claflin Company, Consolidated, and carries the "Best Print Boston" as its registered trade-mark.

Thus two old companies, respectively for fifty-nine and twenty-seven years, having excellent reputation for the quality of their work, still continue to produce a considerable volume of distinctive high grade commercial printing of all descriptions.

WILLIAM LEDYARD

William Ledyard, president and treasurer of the W. S. Best Printing Company of Boston, was born in Bath, Maine, December 17, 1865, and while spending his youthful days in the home of his parents, James C. and Mary J. O. Ledyard, he attended the public schools of his native city, passing through consecutive grades to the high school and later becoming a student in the Eastman National College. His father was president of the Lincoln National Bank, the First National Bank and the Bath Savings Bank. He was also prominent in public life. He served two sessions in the Maine legislature and for several years was mayor of Bath, Maine.

When his education was completed William Ledyard became identified with the clothing business as a representative of the firm of Isaac Fenno & Company but since 1912 has been connected with the printing business and through the intervening period of seventeen years has made continuous advancement until he is now president and treasurer of the W. S. Best



John Ludwig

Printing Company and of the Caustic-Claflin Company, Consolidated, in both of which he is serving as a director.

At Boston, in 1921, Mr. Ledyard married Miss Emma Richter, a native of New Orleans, Louisiana. Mrs. Ledyard is a past president of the United Daughters of the Confederacy. While a resident of Bath, Mr. Ledyard served as a member of the common council and has always been interested in the vital questions and issues of the day as relating to local and national progress. Fraternally he is a Mason, identified with the order since about 1888, and in the Scottish Rite he has attained the thirty-second degree. He belongs to the Boston City Club and his religious faith is that of the Congregational church. He is widely known and highly esteemed by reason of his sterling personal worth and the qualities which he has displayed in the conduct of business affairs which have brought him rapidly to the front.

LUCIUS B. FOLSOM

Lucius B. Folsom, principal owner and manager of the business conducted under the name of the Folsom Engraving Company of Boston and occupying a most creditable position in his chosen field of labor, was born in Topsfield, Maine, September 23, 1858, his parents being Charles G. and Sarah (Whidden) Folsom, the former a native of Olamont, Maine, and the latter of Topsfield. At the usual age Lucius B. Folsom entered the public schools, thus pursuing his studies until he had attained his eighteenth year. He afterward attended Gould Academy, a preparatory school at Bethel, Maine, and then enrolled as a student in Bowdoin College at Brunswick, Maine, where he won the Bachelor of Arts degree, while three years later the Master of Arts degree was conferred upon him. In early manhood he took up the profession of teaching, which he followed for several years in Maine, Massachusetts and Vermont, imparting readily and concisely to others the knowledge that he had acquired. His initial association with the engraving business dates from 1889, when he became a salesman in that field. The following years brought him intimate and practical knowledge of the business, so that in 1896 he started out independently by organizing the firm of Folsom & Sunergren for the conduct of an engraving business. Several years later he organized the Folsom Engraving Company, owning the greater part of the stock and acting as manager of this business, which has steadily developed until a gratifying patronage is accorded and the enterprise is on a very profitable financial basis. Mr. Folsom is thoroughly familiar with the scientific principles which underlie his work and keeps in touch with the latest processes and developments that are made in connection with the engraver's art. He belongs to the New England Photo Engravers Association, which elected him to the presidency, retaining his services in that office for three years. He is also chairman of the executive committee of the Employing Photo Engravers Association.

On the 5th of July, 1888, in New York city, Mr. Folsom was united in marriage to Miss Margaret E. Bosserman, of Bethel, Maine. He still has membership in the Masonic lodge of Bethel and the nature of his interests outside of business is furthermore indicated in the fact that he is identified with the Boston Natural Historical Society, the Woodland Golf Club and the Belmont Springs Country Club.

CLARENCE C. COLBY

This may well be termed the age of electricity. Marvelous progress has been made in understanding the great scientific principles which underlie the electrical industry and those who win success in this field must have an intimate and accurate knowledge of the work in its various phases. Holding to high standards, Clarence C. Colby is now well known as president of the Samson Electric Company of Canton. Massachusetts claims him as a native son, for he was born in Boston, June 9, 1879, his parents being George W. and Florence I. (Partridge) Colby. The ancestral line in Massachusetts dates back to 1650, representatives of the name being among the earliest settlers at Newburyport. His father, who for a number of years was sales manager of the Gossamer Rubber Clothing Company in Boston, died in 1904.

Clarence C. Colby attended the Dwight grammar school of Boston, from which he was graduated in 1894, and then entered the Roxbury Latin school, in which he completed his course in 1898. He afterward matriculated at Harvard and won his Bachelor of Arts degree in 1902, then took up the study of law and was graduated from the Harvard Law School in 1908. In the meantime he had engaged in teaching and thereby met the expenses of his collegiate courses. Admitted to the bar in the year of his graduation, he practiced law in Boston for eight years and in December, 1914, he came to Canton to act as receiver of the Samson Electric Company, then a Maine corporation. After conducting the business for about a year and a half in that connection he was made president and general manager and reincorporated in Massachusetts in 1916. He continues to act not only in those two capacities but is also treasurer of the company. He definitely abandoned the practice of law in 1916 and has since devoted his attention to this business, which he has most capably and successfully managed. The company now has two plants, one in Canton and one in Watertown, Massachusetts, in which employment is furnished to about one hundred and twenty-five people. Mr. Colby was also president of the Radio Manufacturing Association in 1927-28 and has been one of its directors since 1925.

In 1910 Mr. Colby was united in marriage to Miss Nellie H. Hopewell, who passed away in 1920, leaving two children, Beatrice and Elizabeth. In 1921 he married Beatrice L. Lowell and they have three children: Constance, Janet and Barbara. They reside at Newton, Massachusetts,

and Mr. Colby is a member of the Hunewell Club of Newton and also of the Commonwealth Country Club. He likewise belongs to Dalhousie Lodge, F. & A. M., and to the Benevolent and Protective Order of Elks and he finds his recreation in fishing and golf. While he prepared for the practice of law, thinking to make it his life work, he has shown marked adaptability in entering upon his present line and is acquainting himself with various phases of electrical work. The success of the enterprise of which he is now the head is attributable entirely to his efforts and he has gained creditable and enviable standing among those who are contributing to the industrial development of Massachusetts.

WALLACE D. KENYON

Wallace D. Kenyon, president of the Webster Company of North Attleboro, was born in Providence, Rhode Island, December 1, 1892, and is a son of Dr. Walter S. and Jessie L. (Rouse) Kenyon, also natives of that state. The father, who was a practicing dentist of Providence, died in 1912 but the mother is still living.

Wallace D. Kenyon attended the public schools of his native city and was graduated from Yale University in 1914 with the Bachelor of Arts degree. Immediately afterward he came to North Attleboro and entered the employ of the Paye & Baker Manufacturing Company, manufacturers of jewelry and silver plated novelties. He remained with that house until 1917, when he enlisted in the United States Navy, becoming chief quartermaster. He was first on duty in Newport but in the latter part of 1917 he enlisted in the infantry at Camp Devens, Massachusetts, and later was sent to Camp Zachary Taylor in Louisville, Kentucky, where he was in the Field Artillery Training School, remaining there during the duration of the war, being ill in the hospital for some time. He is one of the few who have an honorable discharge from both the army and the navy.

With his return to North Attleboro he entered the employ of the Webster Company, manufacturers of sterling silverware, and advanced through various positions to the office of assistant treasurer. On the death of George K. Webster he was made president of the company and so continues, and with every phase of the business he is thoroughly familiar, so that he is able to wisely direct operations and obtain gratifying results. He is also the president of the N. J. Magnan Corporation, manufacturers of tennis rackets at North Attleboro, and he is a director of the Manufacturers National Bank and a trustee of the Attleboro Savings Bank. The major part of his time and attention, however, is given to the Webster Company, manufacturing sterling silver toilet ware, hollow ware and novelties, its products being shipped to all the markets of the world. This company employs about two hundred people and occupies a three-story ell office with shipping and stock room in this depart-

ment, while its manufacturing plant, a one-story structure, covers about two acres of ground. Mr. Kenyon is the president and treasurer of the company, with Marion W. Dawley as vice president, Mildred W. Kenyon as assistant treasurer and Robert S. Emerson as secretary. The other major business interest of Mr. Kenyon is the N. J. Magnan Corporation, which was organized in 1923 for the manufacture of tennis rackets, and the business has become the fourth largest of the kind in the world. It has been a very successful undertaking and the company has an enormous export trade which covers practically every country on the globe. This company employs one hundred and fifty people and Robert G. Thackeray acts as treasurer and general manager.

On the 26th of June, 1916, Mr. Kenyon was married to Mildred Webster, of North Attleboro, and they have three children: Ann W., George W. and Walter. He is a member of the Jacobs Hill Hunt Club, the Hope Club of Providence, the Agawam Hunt Club, the Turks Head Club and others. He is truly a self-made man, advancing through the strength of his own powers. He recognized in the beginning that "there is no excellence without labor" and the years have brought him the success which follows persistent and earnest effort carefully guided.

RALPH HARLAND WILBUR

Ralph Harland Wilbur, of The Tudor Press, Inc., of Boston, is a native of West Pembroke, Massachusetts, and a son of Alvra A. and Almira S. (Clarke) Wilbur. The father, who was a sea captain, died when his son, Ralph H., was a lad of six years. The latter obtained his education in the grammar and high schools of Melrose, Massachusetts, and began earning his living at office work with the local express company at Melrose. In 1892 he obtained a position in the office of the Melrose Journal, where he won rapid advancement and in four years' time had reached the position of foreman of the plant, in connection with which he did some reporting. That paper was then owned by William E. Barrett, member of congress. Later Mr. Wilbur joined the Melrose Reporter and became one of the owners of that journal. In 1905 he broadened the scope of his activity by purchasing the business of the Colonial Printing Company which was formerly the Winship-Daniels Printing Company of Boston, which had formerly been a Lynn (Mass.) enterprise. The business was then reorganized and incorporated under the name of The Tudor Press, Inc., and Mr. Wilbur has since been the controlling spirit in this undertaking, which is accorded prominent place as a representative of the printing industry in Boston. His prominence is indicated in his election to the presidency of the Boston Typothetae Board of Trade, which is a master printers' association.

On the 15th of June, 1898, in Melrose, Massachusetts, Mr. Wilbur married Nellie E. Richardson and they now have a family of three sons:

Harland A., Alvra A. and Ralph Wesley. The first two are associated with their father in business and the eldest son is a graduate of the Massachusetts Institute of Technology.

Mr. and Mrs. Wilbur hold membership in the Methodist church of Melrose and he was president of its Men's Club for three years. Fraternally he is a Mason, belonging to the lodge and chapter at Melrose, and he also has membership in the Boston City Club and the Boston Round Table.

GEORGE ALPERT

George Alpert, a native son and successful young lawyer of Boston, was here born March 24, 1898, his parents being William and Gertrude Alpert. When his public school course was completed he prepared for a professional career in Boston University Law School, from which he was graduated with the degree of LL. B. (*magna cum laude*). He has already won a creditable measure of success in his law practice, for in handling the cases entrusted to him he has manifested a comprehensive understanding of the principles of jurisprudence and has displayed pronounced ability in the work of the courts. From 1924 until 1926 he was assistant district attorney of Suffolk county, making a most commendable record in this capacity.

On the 1st of January, 1922, in Boston, Mr. Alpert was united in marriage to Miss Gertrude Levin, who was born September 12, 1902. They are the parents of two sons, William and Leonard.

During the period of the World war Mr. Alpert saw service in the navy. He is a worthy exemplar of the teachings and purposes of the Masonic fraternity, to which he belongs, and is a member of Temple Mishkan Tefila at Roxbury. He likewise has membership in the Boston City Club and the Pine Brook Valley Country Club and he enjoys deserved popularity in both social and professional circles of his native city.

LEWIS F. FALES

Lewis F. Fales, engaged in the manufacture of paper slitting and re-winding machines and multiple needle sewing machines at Walpole, was born in Boston, Massachusetts, February 28, 1861, his parents being Charles and Elizabeth (Wiggin) Fales. His ancestors in the paternal line were pioneer settlers of Norfolk county, Massachusetts, and the father was a mechanic and inventor who displayed marked versatility in his business. The following family history is taken from the "Story of Walpole"—"Abigail Fales was the widow of Peter Fales, one of the early settlers, who died less than a year after Walpole was made a town. Peter

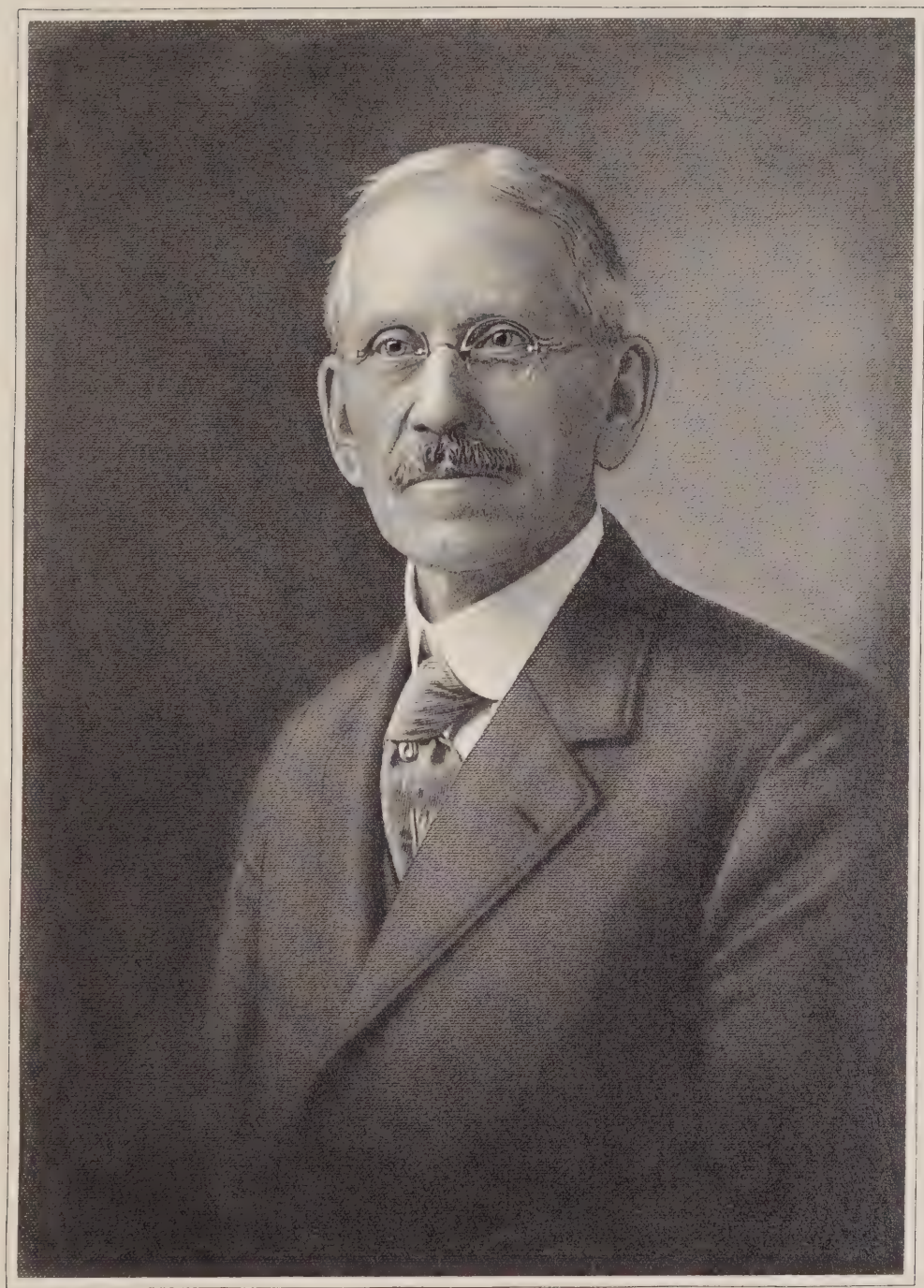
was a son of James Fales, a native of England, who settled in Dedham as early as 1651. James married July 28, 1655, Anne Brock, also a native of England and a daughter of the Rev. Henry Brock of the Isles of Shoals. She died in 1705, and James three years later. Peter Fales was born probably in 1668 and married Abigail Robbins about 1689. She probably was a sister of the first William Robbins, who came to what is now Walpole in 1691 from Reading. Peter Fales died August 10, 1725, his wife surviving him a few years. Ebenezer Fales was a grandson of James Fales and a nephew of Peter. Ebenezer's father, James, son of James, was born in Dedham, July 4, 1656. He married Deborah Fisher, daughter of Anthony and Joanna (Faxon) Fisher, and died March 4th or 5th, 1741-2. Their son Ebenezer was born February 1, 1681-2. He was one of the seven petitioners for the setting off of Walpole and was moderator of the first meeting and a deacon of the church. He died July 19, 1755."

Lewis F. Fales, of this review, is a direct descendant of the Ebenezer Fales branch, which runs on down to his grandfather, Silas Fales, of Walpole. He obtained a public school education and then turned to the manufacturing field as one in which he believed he would find a congenial occupation. In 1894 he established himself in business, beginning in one little room, with one man as a helper. His purpose was to manufacture paper slitting and rewinding machines and multiple needle sewing machines. Though his start was small, his close application, thoroughness and the excellent quality of his products have brought about the steady development of his enterprise until he now has a large plant and gives employment to about one hundred and fifty people. In connection with the business he maintains a foundry and machine shop and an engineering department.

On the 14th of October, 1914, Mr. Fales was married in Franklin, Massachusetts, to Miss Sarah MacKinnon, a native of Prince Edward Island and a daughter of John and Catherine MacKinnon. Mr. Fales is identified with the Boston Chamber of Commerce and interested in its projects for the systematic development of trade. He finds his recreation in hunting and fishing, to which he turns when leisure permits, but he allows nothing to interfere with the faithful performance of his daily duties, fully meeting the heavy responsibilities that now devolve upon him in connection with the operation of his continually growing enterprise.

WALDO E. CONANT

The name of Waldo E. Conant was long closely associated with the well known manufacturing concern of Conant, Houghton & Company, Inc., of Littleton, and he is still financially interested in the business, although he is now practically living retired. This enterprise is devoted to the manufacture of elastic webbing used in making suspenders; corset webbing and



Waldo E. Conant

other elastic goods, and the plant, modern in its equipment and progressive in its methods, is largely the expression of the business activities and ideals of the founder.

The life story of Waldo E. Conant begins at Boxboro, Massachusetts, where he was born February 1, 1855, a son of Francis and Sophia (Goldsmith) Conant. The father was born in Stow and for a number of years remained in that township but afterward resided for several years in Acton and in 1850 went to Boxboro, becoming one of the leading farmers and horticulturists of that part of the state. He served as selectman and tax collector there and otherwise was prominently connected with community interests. His death occurred in Littleton, Massachusetts, in 1878.

Waldo E. Conant acquired his early education in the township schools and afterward entered Lawrence Academy at Groton. When his course was completed he secured employment in the store of Conant & Company at Littleton, there remaining for more than six years, when he resigned to engage in business independently. In 1882 he formed a partnership with Daniel G. Houghton under the style of Conant, Houghton & Company and began the manufacture of elastic webbing. Success attended the enterprise from the beginning, the trade steadily growing year by year until the company operated an extensive plant, while its sales field covered a wide area. In 1914 the business was incorporated under the name of Conant, Houghton & Company, Inc., and from time to time the factory was enlarged and supplied with modern machinery and equipment. With passing years it seemed expedient to establish a second factory and distribution center in Lowell, which was done, and for a considerable period the company has employed between two and three hundred people. Today the business is being carried on as a subdivision of the United Elastic Corporation of Easthampton, of which Harold W. Conant, one of the sons of Waldo E. Conant, is assistant treasurer, while Stanley F. Conant, another son, is assistant manager at Littleton. After nearly a half century of active association with the business Waldo E. Conant is practically retired, although still having large financial holdings in the enterprise.

In Littleton, on the 23d of December, 1884, Mr. Conant married Lizzie C. Wright, daughter of George L. and Lydia (Whitcomb) Wright, of Littleton. In the paternal line she traces her ancestry back to the Revolutionary period in New England. To Mr. and Mrs. Conant have been born six children, named below. Ralph Waldo, whose birth occurred May 4, 1886, married Ruth Davis Gilman, of Littleton, and has four children: Gilman Wright, Virginia Davis, Donald Brewster and Sylvia, all in the family home at Newtonville. Harold W., who was born May 14, 1888, was married September 4, 1915, to Dorothy Bigelow Priest, daughter of Frank B. and Lilian (Malcolm) Priest of Littleton, and they are the parents of three children: Frank Priest, Elizabeth Malcolm and Lucy Houghton. Richard G. Conant, born December 30, 1889, married Margaret H. Ackerman, of Passaic, New Jersey, and has two sons: John Ackerman, born September 7, 1923; and Richard Waldo, born in 1927. Stanley F. Conant, who was born May 15, 1892, was married on the 14th of May, 1921, to Josephine

S. Love, daughter of West F. and Albina A. Love. Gardner Tuttle Conant, whose natal day was May 11, 1894, passed away September 3, 1905. Margaret Conant, the youngest of the family, was born October 6, 1899. The parents of the above reside in Littleton, where they are members of the Congregational church, of which Mr. Conant has been treasurer and a deacon for more than four decades.

Always interested in the vital questions and issues of the day, Mr. Conant has always supported the republican party as the expression of his opinions upon current problems. In 1884 he was appointed to fill a vacancy in the office of town clerk of Littleton and was elected the following year, remaining the incumbent in the position for more than two decades. For about ten years he served on the school committee and he has been a member of the board of water commissioners and of the electric light commission since these boards were established in 1911. In 1905 he was elected to the state legislature and was appointed to the public service committee. In the discharge of public duties he has displayed the same thoroughness, determination and loyal spirit that characterized his business career and step by step he has advanced in public regard as well as in that success which rewards intelligently directed effort. His long association with manufacturing interests of Massachusetts well entitles him to representation in this volume.

GENERAL PLATE COMPANY

The General Plate Company of Attleboro established business in 1916 with Russell Grinnell as president, L. W. Jones as treasurer and Rathbun Willard as secretary and general manager. The company was incorporated in Rhode Island and is devoted to the manufacture of precious and base metals used by jewelers, watch-case manufacturers, pen and pencil manufacturers, electrical firms and optical goods manufacturers. Its output is sent all over the United States and also to Mexico, England, Japan, South Africa and continental Europe.

The company started with very small quarters which were leased in the Bigney building. Gradually the trade expanded until in 1925 the company erected its present plant, while an addition was made in 1929 and today they occupy about thirty thousand square feet of floor space and furnish employment to one hundred and ten people. For some time they have devoted considerable attention to research work, there having been little done along that line in their industry, and they have recently erected a brick building for laboratory purposes. Steady progress has been made and the company is today regarded as an important element in making Attleboro the chief jewelry manufacturing center of the United States.

Rathbun Willard, who is the secretary and general manager, was born in Providence, Rhode Island, September 28, 1882. His educational opport-

unities were limited owing to the fact that he started out to provide for his own support when a youth. For twelve years he was in the employ of B. A. Ballou, a manufacturing jeweler of Providence, Rhode Island, and in that connection worked his way steadily upward, gaining an intimate and comprehensive knowledge of the jewelry business and serving as foreman for about seven years. In 1911 he came to Attleboro and organized the General Findings & Supply Company, of which he was manager until 1916, when he organized the General Plate Company, of which he is secretary and general manager. He has made of this business a most successful and profitable enterprise, having intimate knowledge of manufacturing processes, while his ability as an executive is also manifest. What he undertakes he carries forward to successful completion and his company, one of the more recently organized at Attleboro, has added to the fame and fair name of the city as a jewelry manufacturing center.

EDWARD LAFAYETTE STOUGHTON

Edward Lafayette Stoughton, treasurer of the Wico Electric Company of Springfield, has since 1910 been continuously connected with this business, which is the recognized world leader in the manufacture of magnetos. Mr. Stoughton was born in Brooklyn, New York, September 16, 1890, and is a representative of one of America's oldest families. The ancestral line is traced back to England and the year 1660 witnessed the arrival of the founder of the family in this country at Plymouth bay. In the maternal line Mr. Stoughton is also of English descent, his mother having been born in England, while for several years she resided in the English colony of the West Indies before coming to the United States. For at least four decades the father, James C. Stoughton, has been known as a master plumber of Springfield, to which city he removed from Brooklyn, New York, during the boyhood days of his son Edward.

The latter had mastered the elementary branches of learning in the schools of his native city and subsequently he attended Brown University, there pursuing a two years' course in business administration. In 1910 he entered the employ of the Witherbee Igniter Company and, starting out in a humble position, worked his way steadily upward, so that he gained an intimate knowledge of the business in all of its departments. Various promotions brought him eventually to the position of treasurer of this company, which in 1920 was absorbed by the Wico Electric Company, of which Mr. Stoughton became vice president, treasurer and general sales manager. The amalgamation of these two business interests placed the Wico Electric Company among the leading industries of the kind in the United States, occupying a foremost position as the largest maker of magnetos in the world. The company maintains a large plant, the floor space of the main building alone covering thirty-eight thousand square feet, and in addition there are many secondary buildings, all thoroughly

equipped with the latest improved machinery necessary to facilitate work in this field. The employes of the company today number two hundred and fifty and the success of the enterprise since the merging of the two companies is attributable largely to the thorough understanding, the determined purpose and laudable ambition of Mr. Stoughton. He is likewise well known in other connections, being identified with the Clark Paint & Varnish Company, while in financial circles he figures as a director of the West Springfield Cooperative Bank and the Hampden Savings Bank.

On the 14th of December, 1912, Mr. Stoughton was married in Springfield to Miss Lena O. Cromwell and they have two daughters, Dorothy and Marylyn Lee, and a son, James E.

In his political views Mr. Stoughton is an earnest republican and was chairman of the West Springfield republican committee from 1919 until 1926. He has taken the degrees of both the York and Scottish rites in Masonry and is a member of the Mystic Shrine. He belongs to the Baptist church at West Springfield and is well known in club circles through his connection with the Colony Club of Springfield, the Longmeadow Country Club and the Nayasset Club. His important business interests have brought him wide acquaintance and he enjoys the respect and high regard of all with whom he has been brought in contact, but it is within the closer circles of club life that he has gained the warm friendships that have made him a popular resident of his adopted city.

ALFRED E. VOSE

In 1908 the Vose-Swain Engraving Company of Boston came into existence and through the intervening period, covering more than two decades, the business has been steadily developed under the wise guidance of Alfred E. Vose and his associates. Mr. Vose has spent the greater part of his life in Boston, his native city, where his birth occurred on the 30th of August, 1861, his parents being Edwin W. and Irene O. (Martin) Vose. He attended the public schools of Newton and started out in the business world in connection with a woolen jobbing house of Boston, with which he remained for eight years. In 1884, with a few hundred dollars which he had saved from his earnings, he went to St. Paul, Minnesota, where he established a printing and engraving business, but during the widespread financial panic of 1893 he sold out to his partner and returned to Boston. In 1894 he became an employe of the Columbia Engraving Company of Boston, the business being incorporated in the following year, at which time he was made manager. His association with that business continued until 1908, when, wishing to operate independently and thus benefit more directly from his labors, he organized the Vose-Swain Engraving Company and has since directed its destiny as its president. Because of his highly developed skill and ability in the engraving field

he has been able to secure a liberal patronage and the business is now one of substantial proportions.

On the 10th of September, 1888, at East Orange, New Jersey, Mr. Vose was married to Miss Amy Crawford, of Glasgow, Scotland, and they now have two children: Edwin C., who is a graduate of the Massachusetts Institute of Technology; and Constance R., a graduate of Bradford Academy of Bradford, Massachusetts.

Mr. and Mrs. Vose have membership in the First Congregational church at Newton. He belongs also to the Boston City Club and his interest in community welfare is indicated in his connection with the Boston Chamber of Commerce.

WILLIAM COULSON

William Coulson is president of the William Coulson Company, builders, of Cambridge, and in addition to general contracting he has other important business connections which rank him with the representative men of his community. He was born in England, May 7, 1872, a son of Matthew and Elinor Coulson, and after pursuing a grammar school education he took up the trade of pattern making. For thirteen years he was associated with the George A. Fuller Company of Boston as construction manager and in this connection had charge of the building of the Copley-Plaza Hotel. Eventually he embarked in business on his own account, organizing the William Coulson Company in November, 1920. He has made steady progress through the intervening period. His previous experience, bringing him broad knowledge and skill in his chosen field, soon secured for him a liberal patronage and his high standing in building circles is indicated in the fact that he has been awarded and executed the contracts for the building of the American Trust Company of Boston, the First National Bank of New Bedford, the Central Trust Company of Cambridge, an addition to the Mead-Morrison Company of East Boston, the Congregational church at Wollaston, the memorial chapel of Middlesex School at Concord, Massachusetts, and two buildings for the Society of St. John the Evangelist in Cambridge. In addition to his activities as president of the William Coulson Company, Mr. Coulson is also vice president of the George Taylor Company of Boston and a director of the Cambridge National Bank and the Auburndale Cooperative Bank.

On the 7th of December, 1899, in Baltimore, Maryland, Mr. Coulson married Miss Bertie Towson Botsford, who was born in that city in 1877, and they have become parents of a daughter and two sons: Madelene M., the wife of Ira F. Gilliatt; William, who married E. B. Barden; and Fred B., who married Dorothy Cousins. Mrs. Bertie Coulson is a member of the Auburndale Woman's Club, and both Mr. and Mrs. Coulson have membership in the Church of the Messiah of Auburndale and West New-

ton, in which he is serving as vestryman, while she is a member of the guild.

Mr. Coulson's military record covers connection with the State Guard from 1917 until 1919. He has attained high rank in Masonry, having become a member of Zetland Lodge, A. F. & A. M., in Boston in June, 1910, and is now a member of Norumbega Lodge of Newtonville. He took the degrees in St. Andrews Chapter of Boston in February, 1911, became a member of St. Omer Commandery in April, 1911, and has been identified with Aleppo Temple of the Mystic Shrine of Boston since March, 1912. In club circles, too, he is widely and favorably known, having membership in the City Club of Boston, the Woodland Golf Club of Auburn-dale, the Stony Brae Golf Club of Wollaston, the Auburndale Club of Auburndale and the Rotary Club of Cambridge. All these interests, however, are regarded by Mr. Coulson as side issues in an intensely busy life in which his activities have been extensively resultant. Because of his high standing in his chosen field of labor he has been admitted to membership in the Manufacturers Association of Cambridge, the Master Builders Association, the Associated General Contractors of America and the Massachusetts Charitable Mechanics Association. He also has membership with the Chamber of Commerce of both Newton and Boston. Thoroughness displayed in the mastery of everything that he has undertaken and marked skill and efficiency developed in the passing years have brought him to a gratifying position among the general contractors of his section of the state.

WILLIAM HENNESSY

A substantial element in the citizenship of Boston has come from Ireland and to this class belongs William Hennessy, who was born February 14, 1876, at Bally Makirgh, in the county of Cork. There he acquired a public school education and he was in his seventeenth year when in 1893 he bade adieu to friends and native land and sailed for the new world. Arriving in Boston, he entered the employ of the Jensen Brothers Candy Company and in that connection thoroughly learned the business, continuing with the house for fourteen years and acquainting himself with every phase of candy manufacturing. He was afterward associated with Bruno Chiccoine in the candy business and from 1908 until 1910 was associated with Bailey's Candy Store, in the manufacturing department. On the 23d of July, 1910, he started out independently in Cambridge with a cash capital of three thousand dollars. He secured good equipment and resolved that his products should ever be of the highest standard. He has never deviated from this rule and the quality of his output and the thoroughly reliable business methods which he has pursued have been the salient elements in the attainment of a gratifying success. He had prospered to such an extent by 1915 that he was able to open a second store, which



William Hennessey

he did in Boston on the 14th of February of that year. He is still conducting the two stores, the factory being in Cambridge. Year by year the business has grown and expanded until the candies of the Hennessy plant are known over a wide territory and his trade has passed the million-dollar mark.

Mr. Hennessy had been in America for about a third of a century and had become splendidly established as one of the foremost representatives in his line of business in New England. For more than ten years he has returned to his native country yearly, and in 1925, while on the visit to the Emerald Isle, he was married to Miss Annie Condon, bringing his bride back with him to his adopted country. He has little time for clubs or social life, concentrating his energies and attention upon his business affairs. Arriving in America a poor Irish boy, friendless and alone, he has succeeded in making for himself a most enviable and creditable position in commercial circles. The thoroughness with which he has mastered every task assigned him has led to his steady advancement. Every step in his career has been a forward one and each change in his business connections has marked an advance. Since starting out independently he has constantly broadened the scope of his activities. He now has a splendidly equipped plant in Cambridge, supplied with all modern devices for candy manufacturing, according to the most sanitary methods, and the excellence of his manufactured product insures not only the continuance of his present trade, but a constant increase in his patronage. His example may well serve as a source of inspiration and encouragement to others, showing what can be achieved when there is a will to dare and to do.

FRANK W. NASON

Since 1900 Frank W. Nason has been identified with electrical business in Boston and is now at the head of the Frank Nason Electric Company, which he organized in 1905. He was born in Belfast, Maine, September 21, 1861, and pursued a public school education there. In young manhood he went to sea and worked his way upward until he became captain of a coastwise vessel. His attention, however, was directed to electricity and in 1892 he began working for the Gloucester and Essex Street Railway Company, where he proved so capable that he was advanced from time to time and ultimately was made foreman of the electric shops of that corporation. While thus engaged he devoted his leisure hours to the further study of electricity, gaining comprehensive knowledge through practical experience and through correspondence courses. In 1900 he came to Boston, where he entered into association with the Frank Ridlon Company, with which he remained until 1905, when he established business on his own account under the name of the Frank Nason Electric Company, of which he has since been the president. The enterprise has

been steadily developed under his wise management and thorough business principles and the patronage of the company is now gratifying.

His family numbers four children but only one, John W., has become interested in the father's business. Mr. Nason is a Mason, belonging to the blue lodge at Dorchester, Massachusetts.

JOHN W. NASON

John W. Nason, who for fifteen years has been treasurer of the Frank Nason Electric Company and is thus well known in the industrial circles of Boston, was born in Gloucester, Massachusetts, July 12, 1888, a son of Frank W. and Mary A. (Whitty) Nason. He acquired his education in the grammar and high schools of Gloucester and came with the family to Boston in 1900. In 1911 he became actively associated with his father in the electrical business which they now carry on, and after acquiring knowledge and skill in that field of labor he was made treasurer of the company and has so continued for fifteen years. He was also at one time president of the Nason & Rose Electric Company of Baltimore and New Orleans.

In Dorchester, Massachusetts, in 1911, Mr. Nason was married to Miss Ethel D. Day, a native of Canada, and they now have two children, Dorothy and John W., Jr. Mr. Nason belongs to the Unitarian church of Dorchester and he is identified with the Masonic order as a member of the blue lodge at Dorchester and the Consistory and Shrine at Boston. His military record covers connection with the First Corps Cadets of Boston and in club circles he is well known through his membership in the Boston City Club and the Engineers Blue Room Club.

JAMES A. ELLIOTT

James A. Elliott, of Elliott, Davis & Company, certified accountants, with offices at 24 School street, Boston, is a native of Des Moines, Iowa, born June 15, 1893. On leaving the public schools he entered Harvard University and won his Bachelor of Arts degree in 1915. He also pursued a course in business administration at Harvard and in 1915 became identified with the accounting firm of Cooley & Marvin of Boston, with whom he continued until 1920, when he engaged in business on his own account, opening an office at 673 Boylston street. In 1924 a removal was made to the Park Square building and in 1926 to 24 School street. Mr. Elliott has always been the head of the business, which is that of general accounting, although they specialize to a considerable extent in textile accounting. They maintain a branch office at 320 Broadway in New York city, which was opened in 1920, and another at Greenville, South Carolina, established

in 1925. They number among their clients some of the largest corporations in the country and they now have about thirty employes in their service. The home office in Boston is one of the best equipped in the city, occupying a suite of four rooms. Mr. Elliott is a member of the American Institute of Accountants, the National Association of Cost Accountants, the American Society of Certified Public Accountants and the American Society of Mechanical Engineers.

On the 9th of August, 1924, Mr. Elliott was married to Miss Lottie Belle Rowe, of Montgomery, Alabama, and they have two children, James A. and Robert F., who are with their parents at 37 Whittier road, Newtonville. Mr. Elliott belongs to the Boston Chamber of Commerce and also has membership in the Boston City Club and in the Masonic fraternity. He has advanced far in that order, as indicated in his connection with Aleppo Temple of the Mystic Shrine. His life has been actuated by strong purpose and his business career by high standards which he has ever loyally maintained.

HERBERT TOLMAN DAVIS

Herbert Tolman Davis, of the firm of Elliott, Davis & Company, certified public accountants of Boston, was born in Roxbury, Massachusetts, September 19, 1873, and is a representative of one of the oldest and most distinguished families of Massachusetts, the ancestral line being traced back to John and Priscilla Alden of Mayflower fame. The records show that his great-grandfather, Silas Alden, of Needham, was a lieutenant in the Revolutionary war and that his great-grandfather, Samuel Gragg, of Groton, also served in the war for independence, while his grandfather, Moses Gragg, was a soldier of the War of 1812. Samuel Gragg walked from Kings Bridge, New York, to Boston and back in order to participate in the battle of White Plains, New York, and he was at Fort Edwards when General Burgoyne surrendered. He also acted as one of the guard of the Hessian prisoners, walking from Saratoga, New York, to Cambridge, Massachusetts.

Herbert T. Davis received his educational training in the public schools and then turned to general office work, in which he engaged until 1902, when he entered the accounting business with Edwin L. Pride & Company, certified public accountants. He was thus associated until January 1, 1915, when he entered the service of Cooley & Marvin, with whom he continued until 1920, when he became a partner in the firm of Elliott, Davis & Company. They have enjoyed a large practice, their clientage constantly increasing, and their position is an enviable one in professional circles.

On the 26th of February, 1896, Mr. Davis was married to Miss Jenny Koppmann, of Dedham, Massachusetts, and they have two sons, Ralph Alden and Richard H. Mr. Davis has membership in the Bostonian

Society. The family resides at Wellesley Hills and Mr. Davis finds his chief recreation in fishing and outdoor sports. He is a consistent follower of Masonic teachings and along the line of his chosen profession is connected with the American Society of Certified Public Accountants. Aside from all this Mr. Davis is deeply interested in amateur theatricals and has displayed considerable histrionic ability.

THE ATWATER KNITTING COMPANY

The Atwater Knitting Company was incorporated at Westfield, Massachusetts, in September, 1916, by two brothers, Collins and David Atwater, who assumed the offices of president, treasurer and vice president and clerk respectively.

The company was organized for the manufacture of knitted underwear and from 1916 to 1918 produced very high grade brands of these garments.

During the World war the company shipped several hundred thousand knitted undershirts for the United States Army, working at that time under the direct supervision of the United States government. After the war the resulting conditions of over-production in the manufacture of underwear made it imperative to enter other lines of knitted manufacturing and the company confined its endeavors to the development of sweaters, bathing suits and other articles of knitted outerwear.

In 1927 the Atwater Knitting Company put on the market the Master-tex Heather Sweater Coat which today is recognized by the trade as one of, if not the biggest selling \$1.00 sweater coat in the United States, having a weekly production of four to five thousand coats and a distribution in every state of the Union.

The manufacturing is in charge of David Atwater. The distribution of the product to the trade and financing of the business is handled by Collins Atwater.

JOHN H. MILLER

With the manufacture of confections in Boston, John H. Miller has been continuously associated for twenty-two years. He organized the Purity Confectionery Company, of which he is the treasurer, and through the intervening period has been active in directing the development and expansion of its business interests. A native of Carolina, Rhode Island, he was born on the 17th of March, 1873, a son of David and Mary (Dawley) Miller, the former a native of Harrisburg, Pennsylvania, while the latter was born in Richmond, Rhode Island. In the acquirement of his education John H. Miller attended the schools of Hope Valley, Rhode Island, and also the Burdette Business College in Providence. He started out to

provide for his own support in connection with a wholesale and retail meat business, with which he was associated for nine years. In 1901 he became identified with H. D. Foss & Company, manufacturing confectioners, with whom he remained for six years, gaining a thorough and comprehensive knowledge of the business from the point of both the manufacturer and the merchant. In 1907 he established an independent business on his own account on Friend street under the name of the Purity Confectionery Company, of which he is now treasurer. He has bent every energy toward the development of the business, which has steadily grown along substantial lines, its trade relations now covering a wide territory.

On the 8th of August, 1899, Mr. Miller was married to Miss Ella Frances Brown, of Rochester, New York. His religious faith is that of the Christian Science church. He finds recreation in golf, fishing, hunting and in farming and has led an active, busy and useful life.

MAJOR ROBERT G. THACKERAY

Major Robert G. Thackeray, treasurer and general manager of the N. J. Magnan Corporation, makers of superior tennis rackets, at North Attleboro, Massachusetts, was born in Berlin, Wisconsin, May 30, 1886, a son of George W. and Jessie R. (Rhind) Thackeray, who were natives of Aberdeen, Scotland, and came to the United States in 1885. After living in Berlin, Wisconsin, for two years they returned to their native country, but three years later again crossed the Atlantic to the new world, settling in Westerly, Rhode Island. The father was a granite manufacturer and on his first trip to America went to Cape Ann in 1870 and there engaged in the granite business, furnishing the stone for the old breakwater at Cape Ann. He died in 1923.

Robert G. Thackeray acquired a public school education and prepared for Annapolis but, though he received his appointment, did not enter. Turning instead to the business world, he entered the employ of C. B. Cottrell & Sons Company, builders of printing presses, with whom he remained for about six years. He next became connected with the Washington Trust Company of Westerly as receiving teller and was in the banking business for about ten years. When the United States entered the World war he enlisted as a captain of the Coast Artillery, went overseas and served throughout the entire war period, holding the rank of major of field artillery at the time he resigned.

On again entering business circles Major Thackeray joined the Textile Finishing Machinery Company of Providence in the office of treasurer. Since February, 1923, he has been identified with North Attleboro, for at that date he became treasurer and general manager of the N. J. Magnan Corporation, which office he still fills, and under his direction a very successful and gratifying business has been built up in the manufacture of a superior grade of tennis rackets which are sold through-

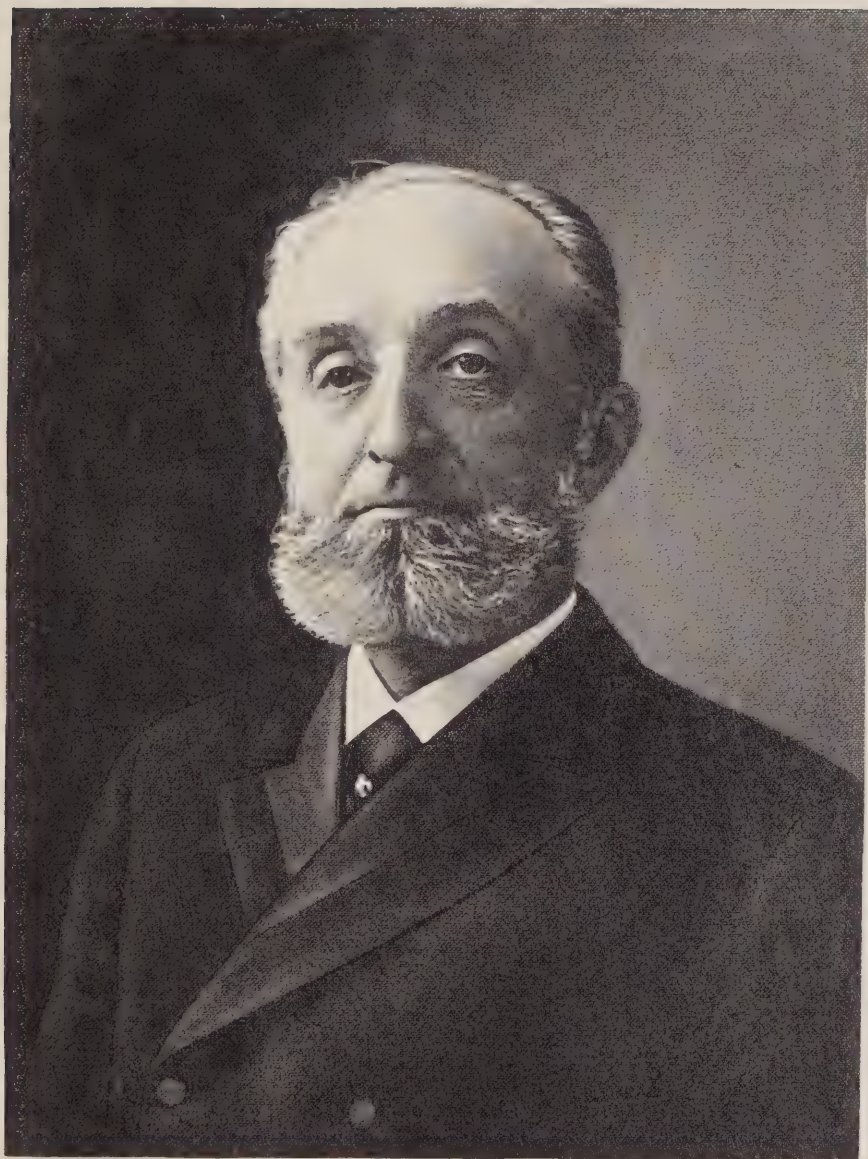
out the world, the company being represented by approximately thirty foreign agents. Employment is now given to eighty-five people and the volume of trade which has been secured makes this business the fourth largest of the kind in the world.

Major Thackeray was married December 14, 1911, to Bessie Walker, of Wakefield, Rhode Island, where they reside with their two children, Donald Walker and Margaret Rodman. Major Thackeray is a member of the Masonic fraternity, belonging to Narragansett Commandery, K. T., to Westerly, Rhode Island, Consistory at Norwich, Connecticut, and to Palestine Temple of the Mystic Shrine in Providence. The major part of his time and attention, however, is given to his growing business interests and his close application constitutes a firm foundation upon which to build success.

ARTHUR GAYTON POLLARD

Commercial and financial as well as industrial interests have claimed the attention of Arthur Gayton Pollard, a business man whose activities have been of constantly broadening scope, contributing in notable measure to the growth, progress and prosperity of Lowell and the state at large. It has been said that to understand an individual one must know something of his lineage. Back of Arthur Gayton Pollard is an ancestry honorable and distinguished and his lines of life have been cast in harmony therewith. He traces his descent from William Pollard, a lifelong resident of Coventry, Warwickshire, England, where he lived in the seventeenth century. His wife, Mary Farmer, was a daughter of John and Isabella Farmer and by her marriage had a son, Thomas Pollard, who came to New England and married Sarah Farmer. They are believed to have been the grandparents of Francis Pollard, who was born about 1727 and served as a soldier of the Revolutionary war. At Kingston, New Hampshire, in 1745, he married Sarah Webster and their son, Isaac Pollard, was born in Kingston, March 1, 1758. He became a prosperous farmer and leading citizen of his community and on April 28, 1797, he married Lucy Smith, a lady of social prominence. His death occurred in Plaistow, New Hampshire, January 20, 1836.

Joseph Smith Pollard, son of Isaac and Lucy (Smith) Pollard, was born in Plaistow, November 8, 1811, and became a prominent figure in civic and military circles of New Hampshire, while following his removal to Massachusetts he filled various public offices in Lowell, where he established his home in 1854. Here he engaged in the mercantile business for a few years and afterward occupied a position in the Boston Custom House for fourteen years. In his native state he served as colonel of the Seventh New Hampshire Regiment, State Militia, and was the first officer to prohibit the use of liquor on public occasions in which the regiment participated, for he was always a staunch advocate of temperance. In 1857



1900 National Pub. Co.

Engr. by C. H. Vane, N. Y.

Arthur S. Pollard

he was elected to represent Lowell in the Massachusetts general court, served as a member of the common council, as a director of the public library, as overseer of the poor and as trustee of the Middlesex North Agricultural Society. He married Luella Josephine Tucker, daughter of Henry and Elizabeth (Dow) Tucker, and their two children were Arthur Gayton and Ella Elizabeth.

Arthur G. Pollard was born in Plaistow, New Hampshire, January 5, 1843, and was therefore but eleven years of age when his parents removed to Lowell, where he completed his public school education and at the age of sixteen years entered the employ of Hilton, Keyes & Lewis, with whom he remained for two years. He afterward served as clerk to the Lowell board of assessors and in 1861 he obtained a clerkship in the dry goods store of Hocum Hosford, a leading merchant of Lowell. His efficiency and fidelity were manifest in the fact that after three years he was admitted to a partnership under the firm style of H. Hosford & Company, an association that was maintained until the death of the senior partner in 1881, their close relationship having continued through two decades. Mr. Pollard continued to manage the business for five years and then became sole owner but some time later admitted Harry Dunlap and his son, Harry G. Pollard, to an interest in the store under the firm style of A. G. Pollard & Company. The business was incorporated in 1907 as the A. G. Pollard Company, with Arthur G. Pollard as president, Harry Dunlap as treasurer and Harry G. Pollard as vice president, the company owning and conducting one of the largest department stores of Massachusetts.

Not alone in the mercantile field did A. G. Pollard figure as one of the representative citizens of Lowell. He was president of the Union National Bank for twenty-four years and on his resignation was elected chairman of the board; is a trustee of the Central Savings Bank and chairman of its board of investments; president of the Stony Brook Railroad Company and a trustee of the Lowell Cemetery Association. In his later years he became more and more largely associated with public interests, many of which had to do with the amelioration of conditions of life for the unfortunate. He was elected to the presidency of the Lowell General Hospital, became a trustee of the Old Ladies' Home and of the Ayer Home for Little Children. He was elected a trustee of the Rogers Hall School, became treasurer of the Proprietors of the South Congregational Meeting House, a trustee of the Young Men's Christian Association and of the Massachusetts State Agricultural College. With all of these his association continues and he has been a generous contributor to various organizations of great public worth and benefit. He has never ceased to feel a deep interest in his native town and gave to Plaistow a tower clock for the town hall, a flagpole presented to the Village Improvement Society, a site for a school building, a soldiers' monument erected on Pollard Square and a portrait of his father, Colonel Joseph S. Pollard, which hangs in the reception room of Town Hall. He also memorialized his grandparents by placing a window in the Baptist church, bearing the names of Isaac and Lucy Pollard, and his generous gifts to the church have long been a

matter of record. He greatly enlarged Pollard Square by purchasing adjacent land and buildings, the latter being removed to give a proper setting to the soldiers' monument which he erected in the Square. Politically he has always been a republican and for several years was chairman of the Middlesex county republican committee. He was a delegate to the convention which nominated William McKinley for a second term and for several years was a member of the Republican Club of Massachusetts.

On the 14th of October, 1869, Mr. Pollard was married to Martha Moriarty Fuller, daughter of George C. and Martha (Dean) Fuller, of Keeseville, New York. They became parents of four children, of whom two are living: Harry Gilmore, who was born at Lowell, February 19, 1875, and became the active associate of his father in business which he has since carried on; and Edith Frances, the wife of William Trull Shepard, who since his graduation from Harvard Law School in 1897 has practiced in Lowell.

Mr. Pollard and his family attend the Baptist church and he is an equally loyal follower of Masonic teachings, having taken all of the degrees of both York and Scottish rites and filling many offices in the various branches of the order, including that of deputy grand master of the grand lodge, grand high priest of the grand chapter and deputy thrice illustrious master of the grand council. He has served as a trustee of the educational and charity trust fund of the grand lodge, as a member of the board of relief of the Masonic Home, a trustee of the Lowell Masonic Association, a trustee of the funds of the grand chapter, the grand council and the grand commandery of Massachusetts and Rhode Island. The honorary thirty-third degree has been conferred upon him in recognition of his superior service to Masonry.

LEONCE L. FORTIN

Leonce L. Fortin, vice president of the A. G. Pollard Company of Lowell, was born in Fraserville, in the province of Quebec, December 9, 1870, a son of Henri and Leopoldine (Carron) Fortin. He acquired a grammar school education and then entered a dry goods establishment, in which he learned the business, becoming an efficient salesman. His identification with the A. G. Pollard Company of Lowell dates from 1895, at which time he entered their establishment as a salesman and so continued for about ten years, after which he was advanced to the position of buyer and manager of various departments. In 1917 he became a stockholder in the company and eight years later was elected to the vice presidency of the corporation, to the success of which he has contributed for more than a third of a century through his close application, his energetic methods and continuous devotion to duty. He is also a trustee of the Central Savings Bank and has long occupied an enviable place in commercial and financial circles of Lowell.

In 1897, in Lowell, Mr. Fortin was married to Miss Amanda M. Levasseur, and they are parents of a son and a daughter: A. J., who attended the Lowell high school and the Massachusetts Institute of Technology, and is now buyer for a drygoods company of New Bedford, Massachusetts; and Rachel, who is in Trinity College at Washington, D. C., a member of the class of 1931.

Mr. Fortin is identified with the Chamber of Commerce and is interested in all matters of public concern, supporting those projects which make for civic development, but the major part of his time and attention has been given to his business affairs and he has ever cultivated those qualities which make for progress along the lines that prove that success and an honored name may be won simultaneously.

JOSEPH F. BURKE

Joseph F. Burke, vice president of the A. G. Pollard Company of Lowell, was born in Galway, Ireland, September 21, 1875, and pursued his education in the Christian Brothers College at Tuam. At the age of seventeen years he became associated with the company with which he has since been connected. From the position of employe he has risen steadily and about 1927 became vice president, while for ten years he has been one of the stockholders in the enterprise, aiding in building up an organization that meets the highest standards of commercial service at the present day. He is also a trustee of the Central Savings Bank.

In 1906, in Lowell, Mr. Burke was married to Miss Mary Kiernan, of Dracut, Massachusetts, and their children are: Margaret L., now a senior in Trinity College at Washington, D. C.; Mary F., a student in the Rogers Hall School of Lowell; Joseph F., attending the Lowell high school; and Ruth, also a public school pupil.

CONVERSE RUBBER COMPANY

The Converse Rubber Company of Malden, Massachusetts, was founded in 1908, under the name of the Converse Rubber Shoe Company. In 1929 the business was reorganized under its present name with Mr. M. B. Kaufman as president, Mr. M. L. Paterson as vice president, A. H. Wechsler as secretary and F. R. Allen as treasurer. Mr. Kaufman also controls the Hodgman Rubber Company of Framingham, Massachusetts, with which was recently merged the Archer-Strauss Rubber Company. Mr. Kaufman is a man in his early thirties, and has ably demonstrated his ability to put industrial plants on a paying basis. To many it will be significant that a majority of the executives in both firms which he controls are men in their late twenties and early thirties.

The Converse Rubber Company factory at Malden is a most modern

plant, with a floor space of nearly five acres, employing approximately 2,000 workmen and women and has a capacity of 20,000 pairs of rubber footwear of all kinds and description daily.

The Converse Big "C" Line Rubber Footwear, Converse "Chic" novelty shoes for women, and Converse "Skoots" canvas shoes for every sport are distributed all over the United States, as well as in many countries abroad. Branches are maintained in New York City, Chicago, Minneapolis, and plans are now on foot to open further branch warehouses at strategic points. Western distribution is secured through a factory distributor in Salt Lake City, who also has branches at Denver, Colorado, and Portland, Oregon. Another distributor serves the Southern trade from Richmond, Virginia.

In September, 1929, the Converse Rubber Company purchased the Sporting Goods and Clothing Departments of the Hodgman Rubber Company, thereby giving Converse one of the most complete lines of sporting specialties manufactured in this country.

The Converse reputation for manufacturing quality rubber footwear has always been sound. Improvements both in manufacturing processes and distribution facilities have been many during the past years and there is every reason to believe that the present organization will continue to build an increasingly sound and profitable business under the new management.

WALTER FOSTER CUSHING

Walter Foster Cushing, president and treasurer of the Moore Pen Company of Boston, was born in Medford, Massachusetts, September 15, 1857, a son of Samuel and Martha (Chafey) Cushing. He traces his ancestry back through many generations to Matthew Cushing, who with his family sailed from Hingham, England, in the ship *Diligent* in 1638 and arrived in Boston on the 10th of August of that year. He proceeded to Hingham, Massachusetts, where some of his former townsmen had already settled, and became a man of influence in the community, taking an active interest in the affairs of the town and serving as a deacon in the church. Job Cushing, the great-grandfather of Walter F. Cushing, was born in Hingham, April 7, 1744, and served as a deacon in the church at Cohasset. On August 1, 1775, he organized a company of fifty-six men and joined Colonel John Groaton's regiment, in which he served as captain with the American forces in the Revolutionary war. Later he commanded another company of Hingham and Cohasset men and in 1781 was commissioned a major of the Second Suffolk Regiment.

Walter F. Cushing pursued the work of successive grades in the public schools of Medford, but ill health prevented him from attending high school for more than four weeks. In his youthful days he secured a situation with Thompson, Bigelow & Brown, wholesale booksellers and stationers in Boston, with whom he remained until 1878, when he went to Cali-



Walter F. Cushing 7

fornia on account of his health. Returning in 1881, he was in business at Meriden, Connecticut, for a year and then returned to Boston, where in 1888 he became a partner in the wholesale stationery and blank book manufacturing house of Greenough, Hopkins & Cushing, which in time was succeeded by the firm of Adams, Cushing & Foster, Inc., of which Mr. Cushing is the treasurer and a director. In 1900 he organized and developed the Moore Pen Company, manufacturers of Moore's fountain pens, mechanical pencils and De Luxe desk sets, the company being incorporated under the laws of Massachusetts in 1917. From the beginning Mr. Cushing has been president, treasurer and director of this organization. He is also vice president and a director of the Medford Co-operative Bank and since 1892 a member of the security committee. His name is on the directorate list of the Medford Trust Company and his business ability makes his cooperation a valuable element in any organization with which he becomes identified. He has also extended his operations to the real estate field, becoming interested in the development of the eastern section of Medford as a trustee and treasurer of the Lapham Syndicate.

Mr. Cushing has also rendered important public service as treasurer and director of the Medford High School Field Association and as a member of the Medford public safety and Liberty Loan committees. He was a member of the first board of aldermen of Medford, serving from 1893 until 1896 inclusive and acting as chairman during the last year. From 1897 until 1901 he was a park commissioner and was a member of the joint committee of Somerville and Medford, serving as chairman in charge of the work of securing the boulevard along the Mystic river from Wellington to Mystic Lakes. Since 1907 he has served continuously as one of the Medford sinking fund commissioners.

In July, 1881, Mr. Cushing married Miss Carrie E. Bullard, daughter of Mr. and Mrs. Albert Bullard of Sharon, and for many years they resided at 16 Magoun avenue, Medford, but in May, 1927, removed to their present home in West Medford, in which city also resides his daughter, Mrs. H. P. Van De Bogert, and two grandsons, Cushing and Henry P. Van De Bogert, Jr.

Mr. Cushing is a member and senior deacon of the First Baptist church of Medford and served on its standing committee and as church treasurer for more than a quarter of a century. He likewise belongs to the Boston Baptist Social Union and is a past president of the Boston Young Men's Baptist Social Union. Fraternally he is a past grand of Harmony Lodge, No. 68, I. O. O. F., and was treasurer of the Odd Fellows Building Association at the time of the erection of the present structure. He belongs to Mount Hermon Lodge, F. & A. M., and Mystic Chapter, R. A. M., while his membership relations extend to the Medford Historical Society and to the Medford Club, which he joined on its organization. He was formerly treasurer and a member of the executive committee that had charge of the celebration of the two hundred and seventy-fifth anniversary of Medford and acted as chairman of the committee that published the historical sketch prepared for that occasion. Along more specifically business lines

he has membership in the Boston Stationers' Association, of which he was president from 1899 until 1902, and he acted as its delegate to the Boston Associated Board of Trade and also the State Board of Trade during those years. His name is on the membership rolls of the Boston Chamber of Commerce and the Medford Chamber of Commerce, and that he is appreciative of the social amenities of life is indicated in his connection with the Boston Square and Compass Club, the Old Colony Club, Inc., and the Exchange Club of Boston.

OLIVER J. BARR

The Norwood Press is composed of three corporations: The J. S. Cushing Company, composition and electrotyping; Berwick & Smith Company, presswork; and C. B. Fleming & Company, bookbinders. While they do all kinds of book manufacturing they specialize on school and college text books. Oliver J. Barr is president of the J. S. Cushing Company and also the Norwood Press Company, which is a holding company, owning all of the real estate. In the development of his business here he has also been a potent force in making Norwood a model municipality.

Mr. Barr was born in Boston in 1863, a son of Peter and Jane (Leonard) Barr, and is of Scotch descent in the paternal line, for his father was a native of the land of hills and heather, whence he came to the new world in young manhood, establishing his home in Boston. Both he and his wife have departed this life.

During his youthful days Oliver J. Barr attended the schools of Cambridge and afterward began learning the printing business in his native city. His father was a bookbinder and from his youth the son was interested in that line of work. In 1877 he entered the employ of Rand & Avery, printers, and the following year, when a youth of fifteen, he became identified with the J. S. Cushing Company, which established business in a little room sixteen feet square at the corner of Federal and Milk streets in Boston, the composition work being done by Josiah Stearns Cushing, founder of the business, while Mr. Barr, serving his apprenticeship, was the only assistant. However, the business steadily grew and when a removal was made to Hawley street there were fifteen compositors employed. Further removals were made to Pearl street, to High street and then to Purchase and Pearl streets, at which time the business was furnishing employment to sixty compositors. Mr. Cushing maintained his residence at Norwood, where he was a fellow townsman of James Berwick, of the Berwick & Smith Company, also a printing firm of Boston. Believing it might be advantageous to transfer their business interests to Norwood, these gentlemen organized the Norwood Press and carried out their plans of establishing their business in the home town. They were also joined by the firm of E. Fleming & Company of Boston, each organization retaining its identity, however, the J. S. Cushing Company having charge

of the typesetting and electrotyping, while the Berwick & Smith Company had the press work and E. Fleming & Company the bookbinding. At Norwood they have developed what is largely an ideal municipality and of their interests it has been written: "These three are joint owners of the extensive premises, now ivy clad and embowered among trees, known as the Norwood Press, and they work cooperatively in manufacturing." With the removal of the Cushing Company to Norwood their working force was increased to one hundred and fifty compositors and the steady growth of the business is shown in the fact that they now have two hundred and fifty employes in the composing room and electrotpe foundry. Mr. Barr's connection with the business has been continuous since 1878 and his industry, determination and loyalty insured his steady progress. By 1889 he had become foreman of the business and in 1896 had reached the superintendency. In 1898 he was made manager and became one of the stockholders, while upon the incorporation of the business in 1907 Mr. Cushing was chosen president and treasurer, with Mr. Barr as vice president and assistant treasurer. He succeeded to the higher office upon the death of Mr. Cushing in 1913 and serving with him on the board of directors are his brothers, Robert T. and Oliver J. Barr, Jr., James S. Cox and Louis E. Flye. The Cushing plant was described in the American Bulletin, under the title of "Eminent American Printers," by Henry Lewis Bullen, as follows: "The conditions under which this great book-making establishment is operated are ideal and progressively efficient. A large part of the product is scientific and college textbooks and learned works in various languages, besides much of general literature and the better class of fiction. As 'quality first' is Mr. Barr's principle there is still a great deal of type set by hand at the Norwood Press. In addition there is an extensive plant of machines for mechanical composition of a less particular character. There is no piece work, all employes being on a wage basis, with special consideration for veteran employes. In Mr. Barr's modest advertisements, the following guiding principles are announced: '1. To supply the highest class of product at reasonable prices. 2. To make its chief aim the satisfaction of its customers. 3. To perform whatever it promises.' Upon these principles, with thorough practical knowledge and careful and progressive management, to Mr. Barr belongs the credit of having made a conspicuous success of a business devoted exclusively to type composition of the highest quality."

Mr. Barr has found home conditions as agreeable and pleasant as those under which his business is conducted. He was married in Cambridge, Massachusetts, July 16, 1890, to Miss Luella I. Odde and they have two children, Mabel R. and Oliver J. Mr. Barr has attained the Royal Arch degree in Masonry; is a member of the Commandery and Shrine; and he is a loyal follower of the Congregational church. He belongs to the Boston Typothetae and to the City Club of Boston, the Aldine Club of New York and the Norfolk Golf Club of Dedham. He has always recognized the duties and obligations as well as the privileges of citizenship and has found keen pleasure in promoting the development of

Norwood. When the Norwood Press was established the town contained a population of four thousand. It is today more than four times that number and Mr. Barr has been a leader in its civic development, serving as a selectman, but whether in office or out of it has labored untiringly and effectively to promote the general good.

FREDERICK BAILEY

Coming from Nottingham, England, one of the great world centers of textile industries, Frederick Bailey has contributed to the development of similar business interests in Boston whereby Massachusetts has become one of the foremost manufacturing states of the Union. Mr. Bailey was born in England, December 26, 1875, a son of William and Elizabeth (Darby) Bailey. His early youth was devoted to the acquirement of an education but when only fifteen years of age he began working in a Nottingham factory and in course of time became an expert on knitting machines there. The dense population of that district made business conditions unfavorable because the field was overcrowded and by reason of this Mr. Bailey in 1911 crossed the Atlantic and secured employment with the manufacturing firm of Moseley & Company as an expert on full fashioned machines, then used for making sleeves, made in the same manner as full-fashioned hosiery. Having convinced himself that he would like to become a permanent resident of the United States, in 1912 he sent for his family, who joined him in Needham. He continued in the employ of others until July, 1915, when in connection with Benjamin Moseley he started an independent business with but two machines and practically no capital. They began the manufacture of ladies' and children's sweaters and sweater suits and because of the excellence of the product the business steadily grew from the beginning. In 1919 Mr. Bailey purchased his partner's interest and has steadily increased his output. He has imported several machines for the manufacture of specially made sweaters, suits, caps and mittens for children and the manufactured product is sold to stores throughout the country. In addition he has built up a large mail order business. His merchandise is known as the "Charles River Sweaters" and enjoys an excellent reputation throughout the entire country. While he started with practically nothing, having but a tiny factory, he now employs about thirty workmen, has eight power and nine hand knitting machines, and nine finishing machines, and owns his factory building and a beautiful residence in Needham.

Mr. Bailey was married in England to Miss Olive Hand and they are parents of two daughters and a son: Harriett Annie, who is now the wife of John Heald, a photo engraver, and who has one son, Frederick William; Doris, a capable and attractive young lady who is assisting her father in business; and Fred, also connected with the business of the Benjamin



Frederick Bailey

Moseley Company, Inc., who is married and has three children: Arthur Mitchell, Rhoda Ann and Allison Olive.

Mr. Bailey has attained the thirty-second degree of the Scottish Rite in Masonry and is a Mystic Shriner. He belongs also to the Independent Order of Odd Fellows, to the Rotary Club of Needham and to the Episcopal church—connections that indicate much of the nature of his interests and the rules that govern his conduct. He is of a retiring disposition, free from ostentation and display, but is recognized by business men and by his friends as worthy of all trust. He is truly self-made in the largest and best sense of the term, owing his advancement entirely to his close application and ability, which has been developed with the passing years.

EUGENE D. LACOUNT

With the incorporation of the business that since 1920 has been carried on under the name of Holman & Company, Inc., Eugene D. Lacount became treasurer. He had been associated with the enterprise at that time for a period of more than four decades and has contributed directly to its success and development.

Mr. Lacount was born in Spencer, Massachusetts, November 1, 1844, a son of William F. and Eliza C. (Scott) Lacount, the former a native of Plainfield, New Hampshire, and the latter of Leicester, Massachusetts. The father was a Methodist minister who, according to the itinerant methods of the church, served various churches, removing from place to place about every two years. Eugene D. Lacount was instructed by his mother at the age of nine years, before entering the public school. Later he attended Wilbraham Academy for two years. He was eighteen years of age when in July, 1862, he enlisted for services in the Union army and after the close of the Civil war he pursued a commercial course in the Bryant & Stratton Business College. He then sought employment at various places and worked in several lines until 1870, when he became connected with the manufacture of bed lounges with another young man. The following year he bought out the business, which he conducted on his own account for two years and then consolidated his interests with Henry L. Albee of Boston. In 1876, however, he ceased to be a member of the firm but continued to work for Mr. Albee until 1882, when he entered the employ of John Holman & Company, bedding manufacturers, in the capacity of salesman. In 1884 John C. Holman retired and Mr. Lacount was taken into the firm. In 1885 John C. Holman died but the business was continued by Mr. Lacount and W. A. Holman under the original name. In 1922 W. A. Holman sold his interest to Mr. Lacount, who was in that year made treasurer and still holds that office. The company has a well equipped factory, turns out products of excellent grade and finds a ready market for the output.

In Boston, in 1870, Mr. Lacount married Caroline S. Marsh and they became the parents of two sons and two daughters, Henry Osgood, John Edwin, Gertrude Eliza and Helen Louise.

Mr. Lacount proudly wears the little bronze button that proclaims him a member of the Grand Army of the Republic and attests his three years' service as a defender of the Union. His interest in community affairs is shown in his connection with the Boston Chamber of Commerce. His religious faith is that of the Methodist denomination and for many years he has been very active in the work of the church.

R. K. MILLER, JR.

R. K. Miller, Jr., general manager of Holman & Company, Inc., manufacturers of bedding, at 134 Richmond street, Boston, is a native of Kristiansund, Norway, born in 1878. He attended the schools of his native land and when a youth of fifteen years crossed the Atlantic, becoming a resident of Boston, where for a year he worked in a drug store. He then obtained a position in the factory of the Standard Wire Mattress Company and entered upon the line of work to which he has since given his attention. While in that employ he won various promotions until he was given charge of shipping and later he went upon the road as salesman for the house, with which he remained for sixteen years. On the expiration of that period the business was consolidated with that of the G. W. Bent Company of Boston, Massachusetts, and he went to the Bent factory at Lewiston, Maine, as manager, continuing in that position for ten years. When the decade had passed he returned to Boston as sales manager of the various branches of the firm and continued to act in that capacity for three years. In 1923 he entered into active service with Holman & Company, bedding manufacturers, and has since been general manager. His previous experience well qualified him for his duties in this connection and his capable direction of his business and plant is a strong element in the success of the organization.

On the 23d of February, 1907, in Winchester, Mr. Miller married Ednah Freeman Weeks, of Winchester, and they now have one son, Freeman D., who is a senior at Harvard, specializing in the study of astronomy.

Mrs. Miller is a member of the Fortnightly Club of Winchester and is active in work of the Veteran's Welfare Group, of which she has been vice president for many years.

Mr. and Mrs. Miller hold membership in the Episcopal church of Winchester and he is treasurer of the church. Mr. Miller served as councilman one year and one year as alderman of Auburn, Maine, during the years 1912-13. The termination of his political services there was due to the city government change to the managerial form. He is interested in many of the agencies which make for moral progress and character development and is a member of the Winchester Boy Scouts Council. He is a loyal follower of Masonic teachings, belonging to the lodge at Auburn,

Maine, and the nature of his interests and activities outside of business is further shown through his connection with the Chamber of Commerce, the Boston City Club and the Calumet Club of Winchester. He has never had occasion to regret his determination to come to the new world, for here he has found the business opportunities which he sought and in their utilization has gained a creditable place among Massachusetts manufacturers.

HOYLAND B. BETTINGER

The plant of the Bettinger Enamel Corporation, of which Hoyland B. Bettinger has continuously served as president, is situated at River and Farwell streets, in Waltham, and the business has experienced a steady growth throughout the period of its existence. Mr. Bettinger was born in Lima, New York, December 1, 1890, and there attended the public schools, while later he was graduated from the Genesee Wesleyan Seminary with the class of 1909. His early business experience came to him in connection with his work in various automobile factories and machine shops. He did testing, drafting and all kinds of manual labor, learning the business in every detail. He spent three years in this manner, never remaining for more than six months with one firm, making the changes in order to gain a varied experience. Thereafter he worked in similar manner for two years with different steel companies, being employed principally around coke ovens and furnaces. He afterward engaged for six months in prospecting for silver in northern Canada, locating, then proving up claims and immediately selling out his interest as soon as the value of the claim was established. On the expiration of that period he returned to the east and became identified with the Stone & Webster Engineering Company of Boston, spending five years in its gas engineering department.

During the World war Mr. Bettinger was with Blair & Company of New York and participated in the development of a smokeless fuel known as Carbocoal and also a process of manufacturing gas from oil, known as the Dayton oil gas process. He was subsequently with the American Industrial Furnace Corporation as vice president, but at the end of three years resigned that office and organized the present company, known as the Bettinger Enamel Corporation of Waltham, Massachusetts. He was appointed president and still holds that executive position. This company manufactures heating apparatus, porcelain enamel products for various manufacturers and has recently developed a complete line of porcelain enameled stove and furnace pipe, marketed under the name of VITRI-FLUE. This product is an outstanding development, as it resists the action of rust and flue gases and is attractively finished in colors. This company is the first to market a complete line of enameled flue pipe.

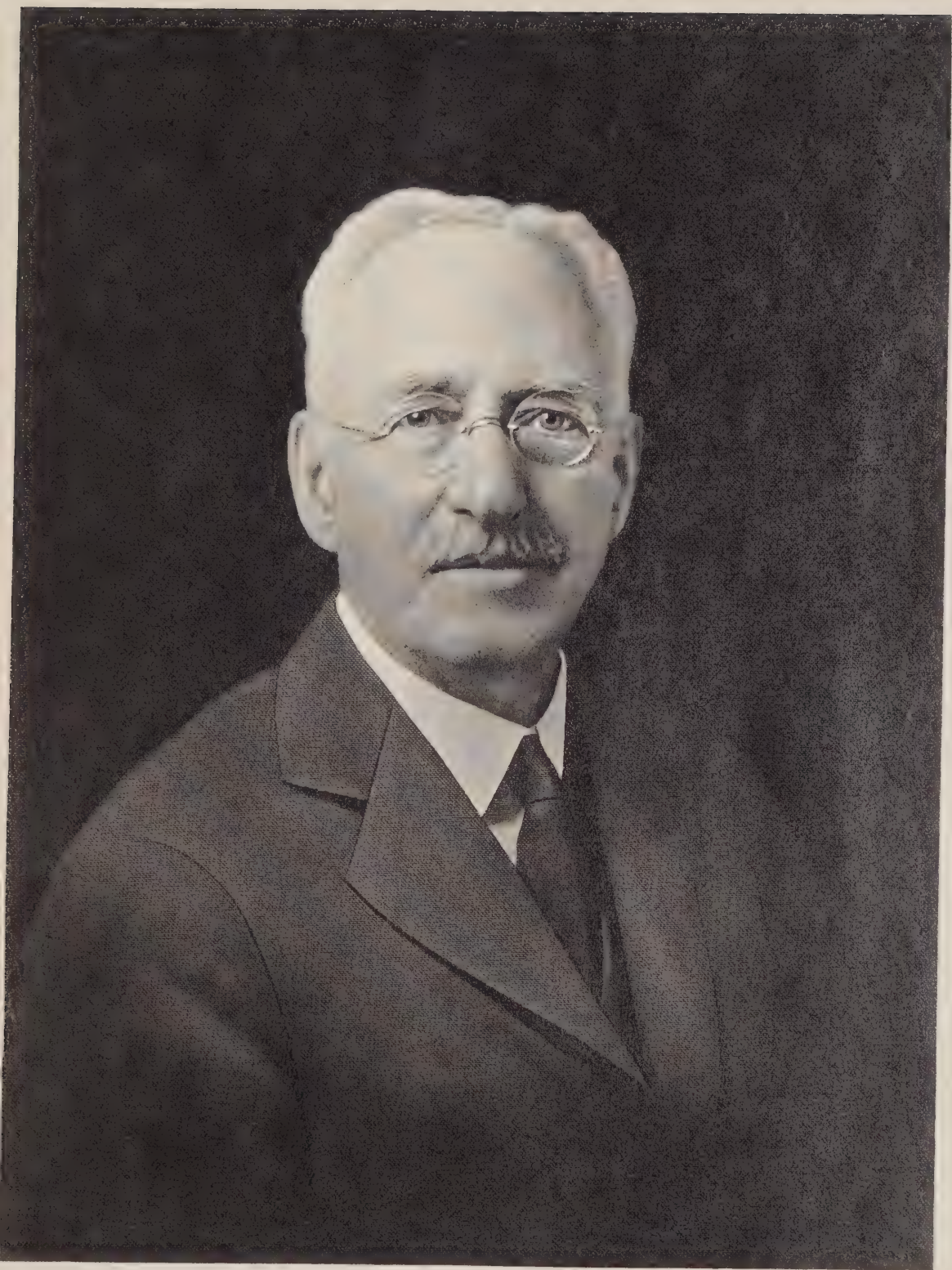
At Waltham, December 31, 1914, Mr. Bettinger was married to Miss Agnes E. Howe and they have two daughters, Carol and Mary Elizabeth. Mr. Bettinger is serving on the board of appeals in Waltham and his interest in community welfare is shown in many tangible ways. He is also a member of the board of governors of the Boston Art Club and he largely spends Saturdays, Sundays, evenings and in fact all his spare time in painting and etching, hoping in the near future to give his entire attention to these branches of the fine arts.

FRANK WESTON WHITCHER

Manufacturing interests of Massachusetts find a worthy representative in Frank Weston Whitcher, whose connections are of broad extent and of large importance. He has continuously engaged in the manufacture of shoe goods since 1872, now occupying the presidency of the Frank W. Whitcher Company. His birth occurred in Tilton, New Hampshire, November 10, 1855, his parents being William Warren and Frances Elizabeth (White) Whitcher. His ancestral line is traced back through eight generations to Thomas Whittier, who settled in Haverhill, Massachusetts, in 1638 and afterward removed to Amesbury. The original spelling of the surname was changed to Whitcher, the old English pronunciation of Whittier.

In the pursuit of his education Frank W. Whitcher attended the Dorchester high school, from which he was graduated in 1872. The same year he started out in the business world in the capacity of book-keeper and later salesman for E. Y. Perry & Company, manufacturers of shoe nails and tacks at South Hanover, there remaining until 1875, when he purchased his brother's interest in James P. Phinney & Company, located at 151 Summer Street, Boston, jobbers of shoe goods. On January 1, 1880, they moved to 4 High street, Boston, and in 1882 he and his brother bought out that business. On January 1, 1891, his brother withdrew from the business, leaving him to continue in this line, which he has for the past fifty-seven years, changing from jobbing to manufacturing about 1898. His business has grown with the steady development of this section of the country. The output of his factories has always been regarded as standard and his business methods have moreover insured a continuance and growth of his trade.

He is president of the Frank W. Whitcher Company, of Boston, Chicago, Illinois, East Taunton and Quincy, Massachusetts, which business was founded in 1826 and is over one hundred years old. He also organized and is active as president or director of several corporations including Chandler Oil Cloth & Buckram Company, East Taunton, Massachusetts, and South Brooklyn, New York; Chandler Oil Cloth Company, East Taunton, Massachusetts; Chandler-Palruba Company, Yardville, New Jersey; Petrolean Manufacturing Company, Whiting, Indiana; M. & T. Button



Grand Master Whitcomb,

Company, Providence, Rhode Island; Heaton-Peninsular Button Fastener Company and Parker Manufacturing Company, both of Roxbury, Massachusetts; American Shoe Tip Company, Boston; and Standard Thermometer, Inc., Boston.

He has also extended his efforts to the south as organizer and treasurer of the Whitcher Realty Company, of Bridgeport, Alabama. His business connections are thus comprehensive in scope and constitute an important element in the industrial, commercial and financial progress of the communities in which they are located.

On his mother's side his family has been continuously active in the shoe and leather business and allied trades for four generations, covering a period of one hundred and ten years. His grandfather, Captain Samuel White, began making boots in Quincy, Massachusetts, February 17, 1819, and his father was a calf-skin manufacturer in Quincy.

On the 11th of October, 1883, Mr. Whitcher married Maria Davenport Faxon, of Boston, and they have one son, Warren Faxon Whittier, who has adopted the original family name. Mr. and Mrs. Whitcher reside at 1080 Beacon street, Brookline. He is well known in club circles through his membership in the Boston City, Oakley Country and Boston Press Clubs, being a life member of the last named.

He is also a life member in Union Lodge, F. & A. M., a life and charter member in Dorchester Chapter, R. A. M.; a life member in DeMolay Commandery, Knights Templar, and all of the Consistory bodies and a thirty-second degree Mason. He is a charter member of Dorchester Lodge and a member of Boston Council and Aleppo Temple of the Mystic Shrine.

He was one of the Massachusetts Committee of 100 on Public Safety during the World war period and his patriotism found tangible expression in his support of various World war measures. He is a life member of the Bunker Hill Monument Association and he has membership in the Massachusetts Republican Club. He is particularly widely known in those associations which have grown out of trade conditions, being a member of the National Leather & Shoe Finders' Association, and for several years its councillor to the Chamber of Commerce of the United States and for ten years its treasurer; the New England Shoe and Leather Association, which he formerly served as chairman of the executive committee; and the Friction Plug Rubber Heel Manufacturers, of which he has been chairman. He likewise belongs to the Rubber Heel Club of America and the Boston Boot and Shoe Club. In that broader field which has to do with business interests in general and with the public welfare at large Mr. Whitcher has also figured prominently, as indicated in the fact, that he is a member of the Chamber of Commerce of the United States and was chairman of its sub-committee, favoring price maintenance. He was formerly president of the Massachusetts State Board of Trade and with his associates carried through its reorganization into the Massachusetts Chamber of Commerce, of which he was the first president. He also belongs to the Boston Chamber of Commerce.

Mr. Whitcher has membership in the Ancient and Honorable Artillery

Company; is a life member of the Massachusetts Charitable Mechanics Association and a trustee of its charity fund; a life member of the American Unitarian Association and the Whittier Home Association; and an associate member of the Apollo Club for about fifty years, being a lover of good music. While he has become an outstanding figure in manufacturing circles, it will also be seen that he has exerted wide and beneficial influence along those lines which contribute to the social, intellectual, cultural and moral progress of the community and to the development of humanitarian projects.

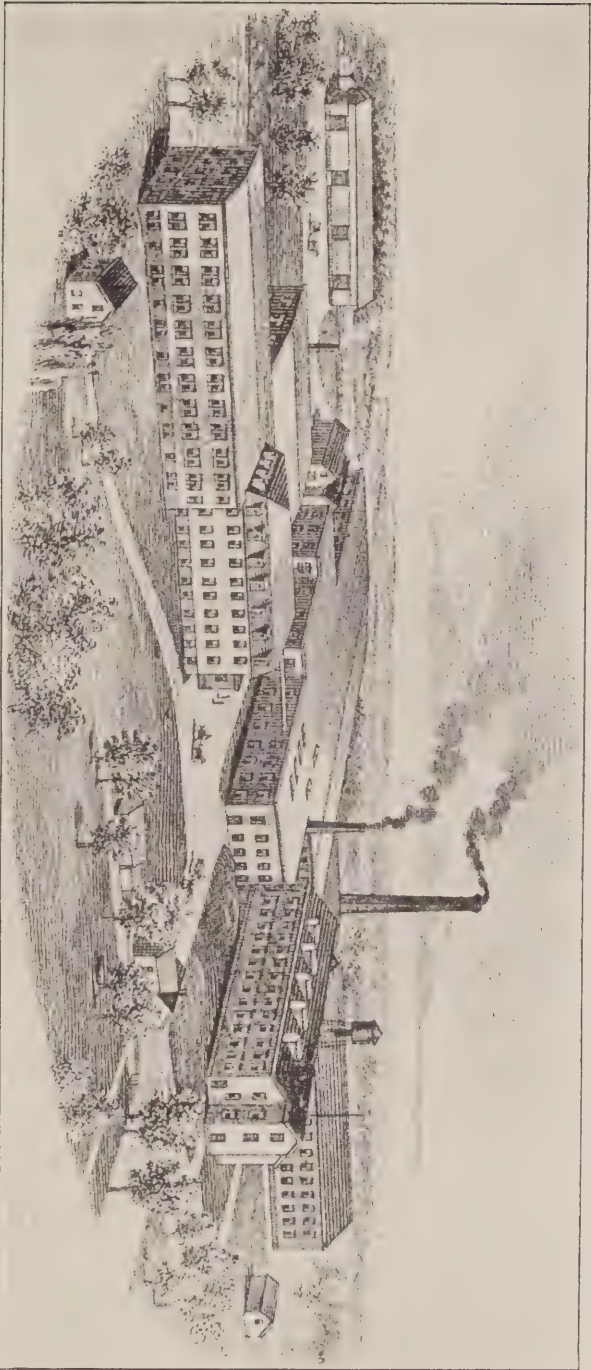
DRAPER BROTHERS COMPANY

The Draper Brothers Company, established in 1856, and incorporated in 1899, with capital of \$1,000,000, today employs 200 operatives in the manufacture of merino fancy knitted goods, knitted linings for rubber shoes and paper-makers' felts. Alfred E. Draper is president, John H. Draper, secretary and Roger Williams, treasurer of this fast growing corporation, which operates eleven sets of cards, 27 broad looms, 5,590 spindles and does its own dyeing and finishing.

ALFRED ERNEST DRAPER

Alfred Ernest Draper has attained a prominent position in industrial circles of his native state as head of the Draper Brothers Company of Canton, which has been in continuous existence for the past seventy-three years. He has been identified therewith since the beginning of his business career and has occupied the presidency since 1917, when he became the successor of his deceased father. He was born in Canton, Massachusetts, January 10, 1871, his parents being Thomas B. and Sarah D. T. Draper, the former a native of England and the latter of Canton, this state. In the acquirement of an education he attended the public schools of his home locality and the English high school of Boston and also pursued special courses of study at the Massachusetts Institute of Technology, being thus well qualified for the practical and responsible duties of life when his textbooks were put aside. He associated himself with the Draper Brothers Company and, working in various departments, became thoroughly familiar with the business in principle and detail. He succeeded his father as president of the company when the latter passed away in 1917, and the steady expansion of the enterprise under his capable control stands in incontrovertible evidence of his excellent executive and administrative ability.

The Draper Brothers Company was established in 1856 by James Draper, who manufactured woolen goods, linings, etc. Forty years later, in



DRAPER BROTHERS COMPANY

1896, the plant was adapted also to the production of woven felts. Both lines have been continued to the present day and have proved sources of world-wide trade. The plant employs two hundred workers, embraces one hundred and fifty-eight thousand, eight hundred feet of floor space and occupies twenty-five acres of land. It is unique in Canton. When the founder, James Draper, died in 1873, his five sons—Alfred, Robert, Thomas, James and Charles—and William J. Williams succeeded him under the firm name of Draper Brothers. In 1889 the business was incorporated under the present title of Draper Brothers Company.

Politically Mr. Draper is a staunch republican but has never sought nor desired office as a reward for his party fealty. His aid and influence, however, are always given in behalf of projects looking to community welfare and advancement and he is widely recognized as a public-spirited, enterprising and progressive citizen. He is a consistent member of the Unitarian church and has become popular in social circles through membership in the various local clubs.

ROBERT L. DRAPER

Robert L. Draper, vice president of the Draper Brothers Company of Canton, enjoys an enviable reputation among representatives of the textile industry in Massachusetts. A native of Canton, this state, he was born March 18, 1870, his parents being Robert and Mary A. (Colby) Draper, the former born in England and the latter in Franklin, Massachusetts. It was in 1856 that the paternal grandfather, James Draper, who was a native of England, founded the industry now conducted as the Draper Brothers Company. His successors were his five sons, among them Robert and Alfred, and following the death of the former in 1886 the business was continued by Alfred Draper and the newer generation of the family who grew up in Canton.

The public schools of Canton afforded Robert L. Draper his early educational opportunities, while his more advanced intellectual training was received in Chauncy Hall School of Boston. Then he became connected with the Draper Brothers Company and was eventually chosen for official position as its vice president, in which capacity he has contributed materially to the continued growth and success of the business. The concern has now been in existence for nearly three-quarters of a century and has established a trade of world-wide scope in the manufacture of knit linings and felts.

In 1914 Mr. Draper was united in marriage to Miss Mary W. Weldon, of Canton, Massachusetts, daughter of Peter Weldon. They are the parents of two children: Sylvia C., born January 29, 1916; and Robert W., born June 8, 1918.

Fraternally Mr. Draper is affiliated with the Independent Order of Odd Fellows and with the Masons, belonging to Blue Hill Lodge, F. &

A. M., and to Aleppo Temple, A. A. O. N. M. S. He attends the services of the Unitarian church. In hours of leisure he finds recreation in God's great out-of-doors and he is an enthusiastic disciple of Izaak Walton. Throughout the community in which his life has been spent he is esteemed for his genuine worth and his loyalty in friendship.

JOHN H. DRAPER

Throughout his business career John H. Draper has been identified with the Draper Brothers Company of Canton, which he now represents in an official capacity, and his efforts have constituted an important element in the growing success of this great industrial enterprise. His birth occurred in Canton, Massachusetts, February 5, 1883, his parents being Charles N. and Martha H. (Gill) Draper, also natives of Canton, where the father passed away in 1903 and the mother in 1922. Charles N. Draper was associated with the Draper Brothers Company in the manufacture of woolen goods, carrying forward an undertaking which had been established by James Draper in 1856. The output of the factory, during the first forty years of its existence, was confined to woolen goods, linings, etc., but in 1896 the company expanded its operations to include the production of woven felts.

John H. Draper received his early educational training as a public school pupil, subsequently attended Chauncy Hall School of Boston and later pursued a special course in the Massachusetts Institute of Technology. Thus he was thoroughly qualified for the duties which devolved upon him when he became connected with the Draper Brothers Company, with which he has maintained an uninterrupted association. Two hundred workmen are employed at the company's large plant in Canton in order to supply the demands of a trade which has become international in scope. Mr. Draper is also a director of the Canton Institute for Savings and has gained wide recognition as one of the most successful and enterprising business men of his native city.

In 1902 Mr. Draper was married to Florence Bullock, daughter of Lansing and Clara S. (Estey) Bullock. Their children are four in number, namely: Martha E., born March 9, 1903; Charles W., born May 20, 1904; John H., Jr., born October 28, 1905; and Constance, born November 10, 1911.

Keenly interested in civic affairs, Mr. Draper has taken a leading part in projects looking to the upbuilding of his community and has supported the men and measures of the republican party at the polls. At this time he is a member of the town finance committee. His military record covers service as sergeant of Company D at Camp Zachary Taylor. He adheres to the faith of the Unitarian church, has membership in many local clubs as well as several Boston clubs and is a well known Mason, belonging to

Blue Hill Lodge, F. & A. M., and to Aleppo Temple of the Mystic Shrine. When leisure permits he finds diversion in fox hunting in the New Hampshire woods.

CHARLES BARR FIELD

The business career of Charles Barr Field is the expression of notable ability developed through the years of an active life that has brought him to a place of leadership in connection with one of the most important manufacturing industries of Massachusetts, for he is now president of the Ground Gripper Shoe Company of Boston. Previous business experience had developed his powers to a point of efficiency well qualifying him for the onerous and responsible duties that now devolve upon him. He was born in Chicago, Illinois, in 1889. His father is connected with and one of the directors of the National Lead Company.

Charles B. Field supplemented his preparatory education at Howe School, Howe, Indiana, by a course in Kenyon College at Gambier, Ohio, and initiated his business career as an employe of the National Lead Company, by which he was advanced through various departments. Desiring further varied experience, he left that company in 1920 to become special advertising representative of the Curtis Publishing Company in the middle west. Four years later he removed to Cincinnati, Ohio, and for three years was sales manager for the United States Shoe Company, gaining experience which has proven of great value to him since he entered upon his present connection. It was in 1926 that he joined the Ground Gripper Shoe Company of Boston and was made its vice president, so serving until the death of the president, Fred Farwell, whom he succeeded in the office of president of the Ground Gripper Shoe Company, which company then purchased the Kahler Shoe Company. Since assuming control he has greatly increased the business through his wide-awake and successful sales methods and he is today regarded as one of the leading figures in the shoe trade of the country, which centers in this state. He displays marked initiative in formulating new plans, which are promptly executed, and at no time does he stop short of the successful accomplishment of his purposes. He is today in control of one of the most important shoe manufacturing industries of the country and has made the Ground Gripper a familiar name wherever shoes are sold throughout the length and breadth of the land. Recently the Ground Gripper Shoe Company purchased the Cantilever Corporation of Brooklyn, the William Henne Company of Brooklyn, manufacturers of physical culture shoes, and the Crittenden chain of retail stores in the south. Mr. Field is president of this consolidation, which represents the largest manufacturing concern in the world specializing entirely on comfort and orthopedic shoes.

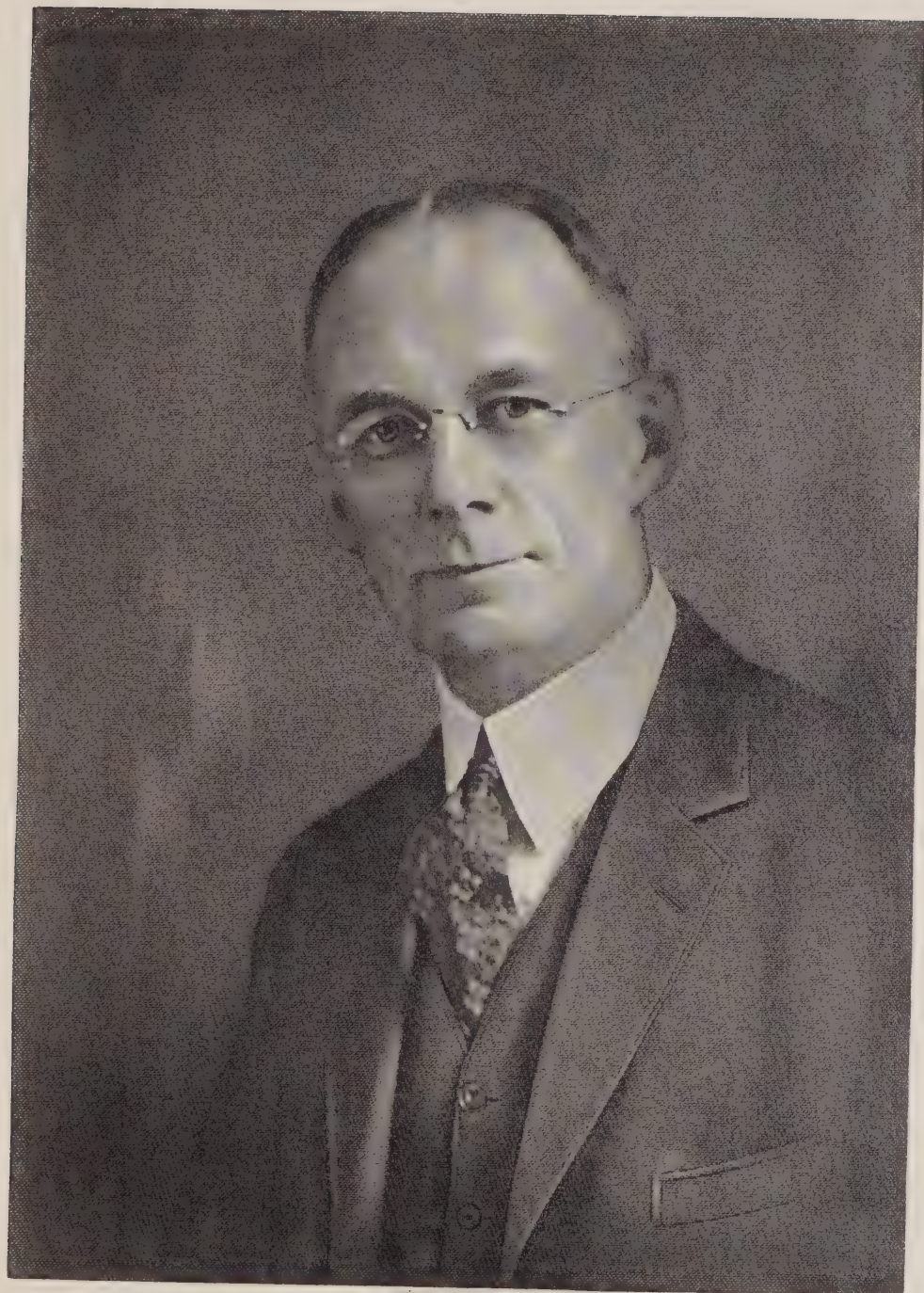
Mr. Field was married in Chicago, in 1912, to Miss Anne Dugan and they have one daughter, Elizabeth Ann. Mr. and Mrs. Field hold

membership in the Episcopal church and he is prominently and popularly known in club circles, having membership in the Algonquin Club, the Eastern Yacht Club, the Brae Burn Country Club and in the Lotus Club of New York. His acquaintance is extremely wide and his business ability is recognized wherever he is known, for through individual effort he has worked his way steadily upward, making notable progress within a comparatively brief period.

LIONEL GEORGE HAROLD PALMER

Lionel George Harold Palmer, president of the General Fireproofing Corporation of Massachusetts, has been identified with this business since 1912 and has contributed in substantial measure to its development and success. Born in London, England, in 1878, he arrived in America in 1883 with the removal of his parents, James Richard and Sarah Annie Palmer, to this country. He was naturalized in 1899. In the meantime he had pursued his education in the Brighton grammar school, in the Boston Latin school, which he attended for two years, and in the Hyde Park high school, in which he was a student for a similar period. He initiated his business career as a typewriter salesman and his activities since that time have been a logical sequence of previous experience and of developing powers. For a time he was an addressing machine salesman and later gave his attention to the sale of steel office furniture. In 1912 he became a salesman with the General Fireproofing Company of Youngstown, Ohio, and his capability led to his advancement in 1914 to the position of New England manager. Two years later he organized the Massachusetts Corporation and became its vice president and manager and in 1928 was elected president and general manager, still retaining the office of New England manager. In this executive position he is continually calling upon the resources which he stored up in his previous business experience and training and his labors are proving a vital force in the profitable conduct of the enterprise which he represents. He is a director of Pierce Inc., Hartford, Connecticut, and he was formerly a director of the Perrine Quality Batteries and of the Boston Mortgage Corporation but has resigned from both. The General Fireproofing Corporation, Lionel G. H. Palmer & Associates, office equipment engineers, has its office and display room at 74 Franklin street, Boston, while its business covers the entire New England territory.

In 1906, in the Trinity Episcopal church at Hartford, Connecticut, was celebrated the marriage of Mr. Palmer and Miss Edna Huntington Mason, who was born in Lebanon, Connecticut, in 1881. They have one son, Howard Mason, now twenty-two years of age, who became associated with his father in the business in 1929. Mrs. Palmer is a member of the Congregational church of Newton Center and also of the Newton Center Women's Club.



Frederick Salmer

Mr. Palmer is identified with various Masonic bodies, having attained the thirty-second degree of the Scottish Rite, is a past president of the Boston Kiwanis Club and a member of the Algonquin Club, life member of the Massachusetts Charitable Mechanics Association, the Army & Navy Club and other organizations. In 1928 he was elected an honorary member of the Tenuvus Club of Washington, D. C. His military record covers service with the state guard during the World war and during the Boston police strike. He was commander of the Ancient & Honorable Artillery Company in 1927 and was made a reserve officer, with the rank of captain, of the United States Army in 1925.

HOYT EDWARD BATTEY

Hoyt Edward Battey, president and treasurer of Bullock Manufacturing Associates, Inc., was born in Springfield, Massachusetts, January 13, 1901, and is a son of Charles E. and Grace (Fish) Battey. He terminated his public school education by graduation from the high school in 1919 and he then entered the Norwich University, in which he completed a course in civil engineering with the class of 1923. He next entered the employ of Bullock Manufacturing Associates, of which his uncle was the head, in order to learn the business and acquainted himself with every phase thereof. On the 1st of April, 1924, he bought out the company and has since been president and treasurer, with C. D. Battey as secretary and E. H. Clarke as assistant treasurer. Under his wise and capable guidance the output of the plant, which is devoted to the manufacture of tools, has increased twenty-five per cent and through careful and economic management its income increased forty per cent in the first six months. Concentration has been a watchword of Mr. Battey's administration and the line of tools has been reduced from one thousand to one hundred and fifty. These are produced in the highest grade and today the company supplies ninety per cent of the small tools for the printing trade. The plant has a floor space of ten thousand square feet and there are today thirty employes.

This business was established by Orvis W. Bullock, who was born in the little town of Milton, Vermont, and grew up in the hardy New England environment productive of many of this nation's leaders. Schooling occupied much of his time; chores around his father's place a good deal more. Early in life young O. W. obtained employment in a general store operated in his home town. It was here that the cardinal principles of honesty and "a dollar's worth for a dollar" were absorbed, to ever remain his business creed. At the tender age of twenty the youthful merchant owned the store! Here he won success; those to whom he sold soon learned that "Bullock's word is dependable." During 1875 Orvis W. Bullock visited an uncle, at Springfield, Massachusetts. While there he called upon his brother, Horace W. Bullock, who was in business with

B. C. English. Bullock-English had a machine shop making cartridges and brush gun-cleaners from about 1860, during the Civil war and following that conflict. The two partners constituted the entire organization, and when Orvis W. Bullock arrived on the scene Mr. English, then in declining years, was ready to retire. His share was purchased by the younger man, and the two brothers soon set out a shingle reading "H. W. & O. W. Bullock." At this period O. W. sold his Vermont store and came to Springfield, Massachusetts, to live and to actively manage the new enterprise. Soon the company branched out. New items were produced. This was the day of the key-wind watch—so the Bullocks made various styles of watch-keys. The personnel was augmented; two workmen were hired soon after Mr. English's retirement. The year following—1876—Horace Bullock was offered a proposition in another business that seemed to him of greater promise. His share was willingly purchased by his brother Orvis, who thereupon became sole owner. It is interesting to note that at this time there was but little machinery, a single room barely large enough to accommodate four workmen; a small wood-burning stove to supply heat, and for light only dim, smoky lamps! By 1877 the line embraced a fairly complete assortment of tweezers, some printers' tools and a stock of jewelers' tools. And each item was building a reputation for quality—a reputation today unsurpassed! Under Mr. Bullock's management the business continued to prosper. New men were added, and Mrs. Bullock kept the books. In 1880 the workers were more numerous, and it was necessary to delegate authority and responsibilities to others. It was at this time that Wallace B. Fish, master mechanic himself (later president to his death in 1921) came in as foreman. Approximately one hundred items were listed at this time. Five years after hiring the first foreman, a plant manager was installed. Mr. Watson, a man of rare capabilities, started with the concern in 1885. The line then embraced some two hundred items for watchmakers, jewelers and printers. Still was quality improved—more and more attention was given finer details; new units were added; more space was added. So the firm grew! Continued prosperity attended the efforts of O. W. Bullock up to the time of his death in 1904. It was at this time that Mr. Fish ascended to the presidency of a really large organization which he administered progressively up to his sudden demise in 1921. Upon the death of Mr. Fish, C. C. Meredith, who had succeeded Mr. Watson as manager, became treasurer, while W. O. Day, husband of the former Mrs. O. W. Bullock, became president. In 1924 Hoyt E. Battey, a grand-nephew of Mr. Bullock, purchased the business, which he has actively continued under the firm name. There has been no break in the chain of growth; no cessation of the original policy; no let-down in quality! At this writing development has increased to the point where the plant occupies five large floors, five Bullock special sales representatives cover the country, and the annual catalog of the Bullock Manufacturing Associates is published in three sections. Each is produced by a master craftsman whose basic idea is to maintain Bullock prestige. Labor problems are unknown at the Bullock plants.

Labor turnover, bane of the average manufacturer, is a negligible factor with them. So it is that the man trained in their methods becomes a steady, thoroughgoing worker—a humanely treated producer of merchandise that has merit innately embodied. Yet, withal, each Bullock manufacture is quoted at a reasonable price, which gives only a normal, legitimate profit. This is part of the founder's original policy: "Bullock means Value!" The company is now building a new plant at West Springfield with about ten thousand square feet of floor space. They have discontinued the line of jewelers' tools and now make a line of hardware tools instead.

On the 1st of November, 1924, in Springfield, Mr. Battey was married to Miss Clara Densmore, and they have two sons, Hoyt Edward, Jr., and Donald Richard.

TUBULAR RIVET & STUD COMPANY

The Tubular Rivet & Stud Company, with offices at 87 Lincoln street in Boston, has long ranked with the extensive and important industrial enterprises of the Bay state. The business, formerly conducted under the name of the Tubular Rivet Company and the Lacing Stud Company, was founded in 1873 by Mellen Bray, its first president. The year of incorporation was 1893. The first plant of the company was located on Purchase street, whence a removal was made to Wollaston, where a building was occupied in part with the Whittemore Machinery Company. In a few years of rapid growth the Tubular Rivet & Stud Company took over the entire building, which was soon absorbed by the present factory group.

In his later years Mellen Bray retired from the presidency and his son, Mellen N. Bray, succeeded him as head of the firm. His other son, William C. Bray, became treasurer of the corporation, thus serving until his death in 1923, when he was succeeded by M. E. Crocker, who was one of the early directors of the firm and had been associated with the company since its inception. The official personnel at this time is as follows: Mellen N. Bray, president; M. E. Crocker, treasurer; F. A. Edmands, secretary; Robert C. Bray, son of William C. Bray, assistant treasurer; John Marshall, director and sales manager; E. N. Bray, vice president and director; and Bradford C. Edmands, director.

The Tubular Rivet & Stud Company specializes in the manufacture of Tubular, Split and Outside Pronged Rivets, also the automatic machines which are required for setting the rivets. They also have for a number of years manufactured shoe lacing hooks and machinery for setting the latter. In their general line their operations are widely diversified and their products are marketed not only in this country, but abroad.

During the World war the Tubular Rivet & Stud Company supplied the needs of the government in its line and in fact the United States govern-

ment commandeered many of its machines. The firm received a government citation and was awarded a medal in recognition of its assistance to the country in war times.

DANIEL TYLER

Among the foremost shoe manufacturing interests of Massachusetts which have contributed toward making this state an important center of the shoe industry of America is the business of the Linscott-Tyler-Wilson Company of Boston, of which Daniel Tyler is the president. The thorough training which he received as an employe in shoe manufacturing plants developed in him those powers which make him an excellent executive and directing head of the enterprise now under his control. Mr. Tyler was born in Portland, Maine, November 14, 1871, a son of Granville C. and Harriet (Norton) Tyler, the former a native of Brownfield, Maine.

With the removal of the family to Massachusetts, Daniel Tyler completed his education as a student in the Brookline high school and in 1889, when a youth of about eighteen years, he became identified with the shoe manufacturing business in the Robbins, Kellogg & Company factory at Pittsfield, Massachusetts. His association with that enterprise covered a decade and in 1899 he left his original employers to become associated with the Perkins Linscott Company, which carried on the business until 1906, when a reorganization led to the adoption of the present style of Linscott-Tyler-Wilson Company. As indicated, Mr. Tyler had secured an interest in the business and since 1922 has been president of the firm, his preceding years of training and experience now proving of the utmost worth in the conduct of the important operations which are carried on under the direction of himself and his associates. He is also vice president of the Galt Block Warehouse Company and treasurer of the Tyler Realty Company and in both connections his sound judgment and keen business insight are important elements in successful control.

At Allston, Massachusetts, on the 28th of October, 1897, was celebrated the marriage of Daniel Tyler and Ethel Ward Rogers, a native of that place and a graduate of Wellesley College. Their children are: Daniel, Jr.; Harriet Norton and Martha Ward, twin daughters; Hayden Rogers; and Linscott Tyler. Another daughter, Ethel Ward Tyler, died at the age of two years.

Mr. and Mrs. Tyler hold membership in the Harvard Congregational church and he is a past president of the Harvard Church Brotherhood. Mrs. Tyler's interests outside the home center are in the Women's City Club of Boston and in the College Club. Mr. Tyler has membership in the Hatherly Country Club, of which he is president, in the Scituate Riding Club, of which he is vice president, in the Algonquin Club and the Boston Boot and Shoe Club. He is a past president of the Boston Shoe Association and he has membership in the Boston Chamber of Commerce. Dur-



DANIEL TYLER

ing the years 1917 and 1918 he held office in the North Scituate Improvement Association and he has ever been keenly interested in the welfare, upbuilding and progress of the communities in which he has lived and in the development of the state at large. Fraternally he is a Mason, holding membership in the Knight Templar commandery and the Mystic Shrine, and he is also a member of the Sons of the Revolution, which indicates a long ancestral connection with New England. His interests are broad and varied and have connected him with those forces and agencies which have made not only for the material development of the state but for its progress along social, cultural and moral lines. Aside from the official connections already mentioned he is vice president and director of the Children's Sunlight Hospital at Scituate, Massachusetts.

ROBERT GARDINER WILSON

Shoe manufacturing in Massachusetts finds a worthy and well known representative in Robert Gardiner Wilson, of the Linscott-Tyler-Wilson Company, with its central offices at 167 Lincoln street in Boston and its plant in Rochester, New Hampshire. The birthplace of Mr. Wilson was on Purchase street in Boston, his natal day being July 31, 1862, his parents being Charles and Sarah (Gardiner) Wilson. He pursued a public school education, attending the South Boston school, the Dickerman school, the Lincoln school and afterward the French Commercial College. He was only thirteen years of age, however, when he started out to make his own way in the world, securing a position as cash boy in the house of R. H. White & Company. He was afterward with the Jordan Marsh Company as bookkeeper and turned from mercantile to manufacturing interests when he became identified with the firm of B. E. Cole & Company, shoe manufacturers. Later he occupied the position of bookkeeper with the firm of Perkins, Jones & Company, the predecessors of the Perkins Linscott Company. Following the death of Mr. Perkins in 1906 the business was reorganized and the present corporation, known as the Linscott-Tyler-Wilson Company, came into existence, being organized under the laws of New Hampshire but later becoming a Massachusetts corporation. This company is engaged in shoe manufacturing, with extensive trade connections over a broad territory, the business constituting one of the important productive industries of the state. Mr. Wilson's connection with the business is that of secretary, treasurer and director and an extensive plant is in operation at Rochester, New Hampshire.

Mr. Wilson was united in marriage to Miss Mary Abigail Wilson, a native of Stillwater, Minnesota. Their son, Robert Gardiner Wilson, Jr., thirty-eight years of age, a graduate of Harvard University and Harvard Law School, is a practicing attorney, a member of the city council and an active worker in Masonic circles. His sister, Marion Wilson, is now the wife of Howard Wallingford, a resident of Belmont, Massachusetts. An-

other sister, Virginia Wilson, is now in her third year in the Dorchester high school. Mr. and Mrs. Wilson have membership in the Second Congregational church of Dorchester, in which he is serving as a trustee. Mrs. Wilson is treasurer of the Dorchester League of Women Voters and is interested in the Girl Scout movement.

Mr. Wilson was formerly executive trustee of the Charles H. Perkins estate, so serving until he retired a few years ago. His interest outside of business chiefly centers in the Masonic fraternity. He is a past master of Joseph Webb Lodge of Boston and a charter member of Dorchester Lodge, A. F. & A. M., of which he served as treasurer in 1919. For two years he filled the offices of junior and senior deacon in the Grand Lodge and afterward was district deputy for the second Masonic district. He was also high priest in St. Paul's Chapter, R. A. M., during the year 1919 and was illustrious master of Boston Council, R. & S. M. He is serving as captain general of Boston Commandery, No. 2, K. T., and is an assistant in Massachusetts Consistory, S. P. R. S., in which he has attained the thirty-second degree, and is a member of the Mystic Shrine. He is also an Odd Fellow. His entire life has exemplified the beneficent teachings of these fraternal organizations and his labors have done much to inculcate their principles among his fellow members.

BROCKTON TOOL COMPANY

The Brockton Tool Company was established in 1912 at Brockton by John Sandberg and Levi Holmes, who started the business with a very small capital. They were first located on Montello street, later removing to Crescent street, and in 1921 to 103 Belmont street, where they specialize in the manufacture of molds for rubber heels, rubber soles and mechanical goods. Their products are now sold all over the United States, Canada and Mexico and to some extent to the export trade. Their plant embraces eleven thousand, four hundred and forty-four square feet of floor space, and they have an average force of fifty employees.

The business was conducted under a partnership relation by John Sandberg and Levi Holmes until May 13, 1928, when Mr. Sandberg was drowned in Moosehead lake, together with nine others, while on a fishing trip. On the 1st of January, 1929, Mr. Holmes incorporated the business under the name of the Brockton Tool Company, of which he became president, treasurer and general manager, with Jessie Holmes as assistant treasurer and Helen Farrow as clerk.

Levi Holmes was born in Hawick, Scotland, near Edinburgh, September 12, 1873, a son of Hugh and Agnes (McNair) Holmes, also natives of that country, whence they came to America in 1882, settling at Hyde Park, Massachusetts, where the father engaged in the woolen business. Both parents there passed away and were laid to rest in the Hyde Park cemetery.



LEVI HOLMES

Levi Holmes attended the public schools until he was graduated from the Evening high school of Boston in 1893. He then started to learn the printing business, to which he devoted about eighteen months, and later entered the employ of the Brainard Milling Machine Company of Hyde Park, where he completed a four years' apprenticeship. Afterward he worked in various places and for a time was with the Carver Cotton Gin Company, located near Bridgewater, Massachusetts. In 1912 he formed a partnership with John Sandberg in the manufacture of machine tools and as since been identified with the business, whose growth is the outcome of careful management and sound judgment in solving intricate commercial problems.

Mr. Holmes was married May 14, 1901, to Miss Clara Belle Walker, of Raynham, Massachusetts, and they have become the parents of two children, Jessie G. and Gilbert W. The summer home of the family is at Cape Cod, and during the winter they reside in Raynham, where Mr. Holmes served as a selectman for about three years, discharging his duties in a prompt and faithful manner. He is a member of the Rotary Club, the Commercial Club of Brockton and the various Masonic bodies, including Bay State Commandery, K. T., and Aleppo Temple of the Mystic Shrine. His wife devoted much time to Red Cross work during the World war and is now active in social and religious affairs. Both are affiliated with the North Raynham Congregational church, and Mr. Holmes is a member of its standing committee. He is also president of the Men's Club of Raynham, and his aid and influence are always on the side of those movements which make for municipal progress and improvement.

VALENTINE HOLLINGSWORTH

Valentine Hollingsworth is president of the Hollingsworth & Vose Company, engaged in paper manufacturing at Walpole and Groton, Massachusetts, with offices at 333 Washington street, Boston. Mr. Hollingsworth was born at Rye Beach, New Hampshire, July 11, 1883, a son of Zachary T. and Ida (Hollingsworth) Hollingsworth. The father, a native of Milton, Massachusetts, was born in 1848 and died April 1, 1925, while the mother passed away July 11, 1883.

Their son, Valentine Hollingsworth, pursued his education in St. Paul's School at Concord, New Hampshire, and in Harvard University, which numbers him among its alumni of 1906. Immediately afterward he became connected with paper manufacturing as a representative of the Hollingsworth & Vose Company, working in the mills for several years and gaining an intimate and accurate knowledge of the business. This enterprise had its beginning when Lyman Hollingsworth purchased and began the development of a paper mill. He was a son of Mark Hollingsworth, whose descendants have been most closely and prominently associated in building up the paper industry in New England.

This mill which Lyman Hollingsworth acquired in the early part of the nineteenth century was located at West Groton and at that period paper manufacturing was largely the result of skilled hand labor. The rope and jute paper produced by the West Groton mill was superior to any other manufactured at that time. The output consisted principally of tag and pattern papers, papers for sanding and for various wrapping purposes. Its trade territory covered not only all New England but even prior to the Civil war extended to foreign markets. John Mark and Lyman Hollingsworth, brothers, were pioneers in the discovery of the possibilities of manila fibre for paper manufacturing at a time when pulpwood and rags had constituted the chief raw materials of the industry. These brothers secured a patent from the United States Patent Office in 1843 and thus instituted an improvement in paper manufacturing that today is seen in the manifold uses of manila and jute fibred papers. In the flour-milling industry alone huge quantities of manila rope paper are used in the manufacture of the familiar flour containers, this being the direct result of the discovery of the Hollingsworth brothers. In 1871 Zachary T. Hollingsworth, a nephew of Lyman Hollingsworth and a son of Amor Hollingsworth of Tileston & Hollingsworth, in whose mill he learned paper-making, purchased what was known as the Kennedy mill in East Walpole, Massachusetts, from Francis W. Bird. The mill site had been acquired in 1812 by George Bird, a paper-maker, who removed from Union, Maine, in 1795 and purchased the property on which he subsequently built the dam and paper mill which was the first paper mill erected in Walpole on the Neponset river. In 1817 Josiah N. Bird, son of George Bird, acquired an interest in the business, which was then carried on under the firm name of Bird & Son, and later the latter became sole owner. He afterward disposed of the property to his brother, Francis W. Bird, who carried on the business, with partners, under the firm style of Bird & Presby, until 1871, when Mr. Bird sold the property to Mr. Hollingsworth. On September 22, 1873, the mill was destroyed by fire but was at once rebuilt.

In 1875 Charles Vose became a salesman in the employ of Mr. Hollingsworth, following eight years' previous experience as a salesman with the wholesale paper house of B. H. Thayer & Company, who were the selling agents for the West Groton and Bridgewater mill products of Lyman Hollingsworth. In 1881 Mr. Vose was admitted to an equal partnership under the firm name of Hollingsworth & Vose. The business rapidly developed and in 1881 the firm purchased the West Groton mill of Lyman Hollingsworth, devoted to the manufacture of rope manila papers. This mill then contained one 56" Fourdrinier machine having a daily capacity of six thousand pounds. From early records we find that Jephthah R. Hartwell owned the present mill site at West Groton from the years 1832 to 1835, and that during that period he started the manufacture of paper there. In 1835 he sold the mill to Thomas A. Staples, who manufactured paper there until the year 1839, when Phelps and Spafford became the owners. They were the manufacturers of paper-

making machinery in Connecticut who, in 1830, first constructed a complete cylinder machine so that pulp could be taken in at one end of the machine and paper turned out at the other, ready for finishing and packing. A year later Spafford sold his interest to a man named Bellows and the mill continued under the name of Phelps & Bellows. During the next few years of the mill's history it apparently changed hands several times, until in the year 1846 it burned, before which time it had been re-possessed by Jephthah R. Hartwell, who at once rebuilt it. Finally, in 1852, he sold the mill to Lyman Hollingsworth, who in turn sold it to Hollingsworth & Vose. During the succeeding decade the East Walpole mill was enlarged to a three-machine mill.

In 1892 the firm was incorporated under the laws of Massachusetts as the Hollingsworth & Vose Company, with Z. T. Hollingsworth as president, Charles Vose as vice president and E. Frank Baker as treasurer. Fire again partially destroyed the East Walpole mill on April 5, 1904, and with its rebuilding improved and enlarged machinery was installed. With the continued expansion of the business it was found necessary to increase the product of both the East Walpole and West Groton mills. The latter was converted into a three-machine mill, while in 1906 a 110" combination cylinder and Fourdrinier was installed at East Walpole.

Early in the years of his experience with paper manufacturing Valentine Hollingsworth worked in the mills of the Hollingsworth & Whitney Company at Waterville, Maine, and in 1908 became connected with the East Walpole mill. He continued to serve in various capacities which brought him intimate knowledge of the business until 1912, when following the death of the treasurer, E. Frank Baker, on the 22d of October, he was elected to fill the vacancy and Robert W. Lennox, who had been with the company from 1892, became assistant treasurer. In 1898 Louis E. Vose, son of Charles Vose, became connected with the East Walpole mill, was made superintendent in 1899 and became manufacturing manager for both mills in 1918. The year 1921 witnessed the retirement of the president, Z. T. Hollingsworth, and the vice president, Charles Vose, who were succeeded by their sons, Valentine Hollingsworth and Louis E. Vose, at which time Robert W. Lennox was elected treasurer and purchasing agent, while Thomas Compton Walsh became sales manager. No other change in the working personnel of the company has since been made. However, Z. T. Hollingsworth, who had acted as chairman of the board of directors following his retirement from the presidency, passed away April 1, 1925, when his former close business associate, Charles Vose, succeeded him as chairman of the board.

The Hollingsworth & Vose Company, original manufacturers of rope papers, has steadily expanded its production and is today the largest producer of rope paper in the country, probably in the world. Its famous electrical papers are without a peer, fully maintaining its old traditions in the manufacture of extra strong rope and jute papers, Fourdrinier, and cylinder sand papers, extra strong rope tag stock, as well as numerous other papers where exacting specifications are paramount. One

of the most famous lines is its "Iron Tag." When running to capacity the machines at the East Walpole mill have a daily output of over sixty thousand pounds and those at the West Groton mill of over fifty thousand pounds.

In addition to his connection with the Hollingsworth & Vose Company, Valentine Hollingsworth is the president and director of the International Purchasing Company and a director of the Walpole Trust Company.

On the 27th of March, 1919, Mr. Hollingsworth was married to Miss Ruby McCormick, of Baltimore, Maryland, and they have three children—Mark, Valentine and Caroline Cole, who with their parents occupy the family residence at No. 191 Marlboro street, Boston. Mr. Hollingsworth is a member of the Dedham Country Club, the Exchange Club, the Tennis & Racquet Club, the Somerset Club, the Country Club of Brookline, the Club of Odd Volumes, the Grolier Club of New York and the New York Harvard Club.

ARTHUR CAMPBELL BADGER

Arthur Campbell Badger, of the Badger Fire Extinguisher Company and the A. C. Badger Metal Products Company, is a well known representative of industrial activity in Boston, where his entire life has been passed. He was born here January 29, 1862, a son of Erastus B. and Fanny (Babcock) Badger. He completed his preliminary education as a member of the class of 1897 in the English high school and in 1880 completed a course of study in Williston Seminary. Turning to the business world, he was identified with coppersmithing in connection with the E. B. Badger & Sons Company, remaining active in that concern until 1921, during which period he gained wide insight into every phase of the business and also that vision which prompted him to turn his attention to the fire-protection business, which he organized under the name of the Badger Fire Extinguisher Company and which is now engaged in the line of manufacture indicated in the corporate name. He is also officially connected with the A. C. Badger Metal Products Company and has a further interest in the Taylor & Hall Company at Worcester, Massachusetts.

In Boston, in 1892, was celebrated the marriage of Arthur C. Badger and Grace Richardson and they are parents of two daughters, and a son: Doris B., the wife of Allen W. Clark, an Episcopal clergyman located at Hanover, New Hampshire; Priscilla Badger, who is the widow of William C. Blackett; and Dr. Theodore L. Badger, who won his degree from Harvard Medical School and is now connected with the Presbyterian Hospital of New York. Mrs. Badger is interested in church and social activities, attending with her husband the Church of the Redeemer (Episcopal) at Chestnut Hill.

Mr. Badger has a military record covering three years as captain of his company in the English high school and also service as a private in the Massachusetts State Guard and the Newton Constabulary. He



ARTHUR C. BADGER

belongs to the Massachusetts Charitable Mechanics Association, to the Exchange Club, the University Club and the City Club and has a wide social as well as business acquaintance in Boston, where he has attained an enviable position in commercial circles.

WILLIAM HENRY SHUMWAY

There is no place in world activities where progress is as notable as in business organization and management. Today these are made questions of close and comprehensive study and comparatively few enterprises win success without the counsel and advice of efficiency experts. The secret of a successful business is "Man Power", but the problem of the employer has always been how and where to get the Right men. Advertising is seldom successful. The employment agencies do not have the type of men you desire for responsible positions, as high grade men will not go to the agencies. It is in this particular field that William Henry Shumway is active and prominent, having in November, 1927, effected the organization of the William H. Shumway, Inc., as personnel and vocational counselors.

Mr. Shumway was born in Plantsville, Connecticut, June 30, 1884, and while spending his youthful days in the home of his parents, Charles W. and Jane Shumway, was graduated from the Booth Preparatory School at New Haven. He has also done special work in the University of Pennsylvania, in Yale University and in the Alexander Hamilton Institute. Early in his business career he was connected with the hardware business in efficiency work and has continuously developed his powers along these lines until his opinions are largely accepted as authority upon questions of business management and development. In November, 1927, he founded William H. Shumway, Inc., having one office and one employe. Something of the phenomenal growth of the business is shown in the fact that there are today four offices and in addition to Mr. Shumway there are four trained placement executives and four secretaries and the company is serving more than five hundred clients in all parts of the country. This company works for the employer in locating and investigating high grade executives, salesmen and technically trained men for responsible positions. Their task is not to obtain employment for a man but to find the right man for the position their client has open.

In 1903 Mr. Shumway was married in New Haven, Connecticut, to L. Irene Francis, who was born July 1, 1884, and they have four children: Warren William, a young man of twenty-three years; Arline Francis, who is twenty-one years of age; Janis Earle, nineteen years old; and William Henry, Jr., a youth of sixteen. Mrs. Shumway is a member of the West Roxbury Women's Club. They attend the Congregational church of West Roxbury and Mr. Shumway is a past president of the Boston Kiwanis Club and a member of the Boston Chamber of Commerce. He

is also a trustee of the New England Vocational Guidance Association, a member of the New England College Placement Association and the New England chairman of the vocational guidance placement committee of the Kiwanis clubs of New England. He has had wide experience as a business executive and in industrial engineering efficiency and personnel work.

Mr. Shumway has surrounded himself with an able corps of associates, one of whom is L. W. Collins, head of the engineering and financial departments. He is of New England birth and a graduate of one of the New England engineering colleges. He followed his profession in various capacities in connection with public utilities and industrial construction and operation until entering the personnel field.

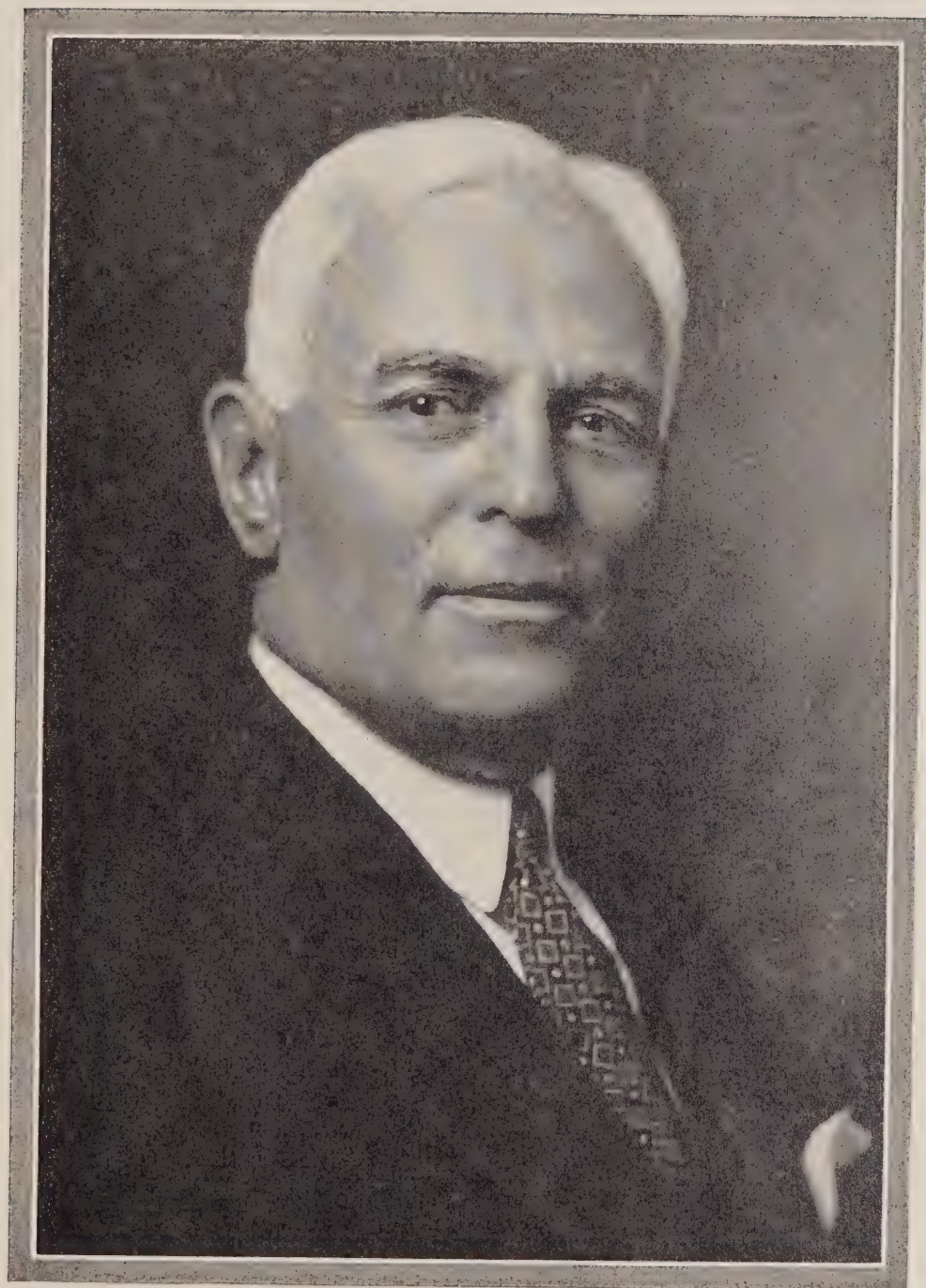
H. F. Lyon, residing in Gloucester, Massachusetts, was born in Philadelphia, Pennsylvania, and was educated in the public schools of New York city and the Mount Hermon School at Northfield, supplemented by special study in Cornell University. He is also a graduate of the Meadville Theological School of Meadville, Pennsylvania, and the Alexander Hamilton Institute of Business Administration and has taken special courses in several other schools, so that he is well qualified for his duties in connection with William H. Shumway, Inc.

Another representative of this company is B. H. Hammond, who was born and reared in Cape Cod and after attending the Massachusetts Agricultural College spent several years in the cranberry business. He served as naval aviator during the war and afterward entered the wool business, with which he was identified for twelve years, when he entered into his present association.

William H. Schwartz of Waltham, Massachusetts, was an executive in the automobile business for a number of years, having been connected with several of the largest manufacturers in the industry before joining William H. Shumway, Inc.

HERBERT DANIEL FOSS

Herbert Daniel Foss, president of H. D. Foss & Company, Inc., manufacturing confectioners of Cambridge, has been actively engaged in this line of business for nearly a third of a century and is now at the head of an extensive and profitable enterprise of this character. He was born at Topsfield, Maine, December 10, 1866, a son of Bunker Simpson and Mary Sophiah Foss, and acquired a common school education in his youth. During the greater part of the time until his nineteenth year he lived in the small country town of Brookton, Maine, which he left to come to Cambridge, Massachusetts, and here he entered the employ of the F. A. Kennedy Cracker Company as office boy at a wage of five dollars per week. In a little less than four years he embarked in the wholesale cracker business under his own name and since that time he has always been in



W. H. Jones

business for himself. After about four years' activity as a wholesale cracker merchant he was identified with the wholesale candy trade for a similar period and then in September, 1897, entered the manufacturing confectionery field in association with his brother-in-law, Charles D. Rice, under the firm style of H. D. Foss & Company, with plant on State street in Boston. With the passing years his business interests have developed in extent and importance until at this time he is president of H. D. Foss & Company, Inc., of Cambridge, Massachusetts, president of H. D. Foss & Company, Inc., of Winona, Minnesota, director of the Rice Chocolate Company of Everett, Massachusetts, a director of the Finance Corporation of New England in Boston and president of the Coal Products and Carbide Company, Inc., of Hoard, West Virginia. He has manifested excellent executive and administrative ability in the conduct of these various interests and deserves commendation for his success by reason of the fact that it is entirely the result of his well directed efforts and keen sagacity.

On the 1st of January, 1903, in Revere, Massachusetts, Mr. Foss was united in marriage to Grace Coleman White, who was born at Grafton, Nova Scotia, August 3, 1876. They are the parents of a son, Herbert Daniel Foss, Jr., born October 8, 1905.

The political sympathies of Mr. Foss are indicated in his membership in the Republican Club of Massachusetts and the Roosevelt Club, while fraternally he is affiliated with the various Masonic bodies, including Aleppo Temple of the Mystic Shrine. He is also a member of the Manufacturing Confectioners Association, the Economy Club of Cambridge, the Belmont Spring Country Club and the Boston Athletic Association. In summing up, Mr. Foss said: "My business career has been as a whole very interesting and enjoyable. I have come to the conclusion that one's greatest assets are the friends made as one goes along."

OLAF E. OLESON

Olaf E. Oleson, president of the Continental Valve & Equipment Company of Framingham, brings to the development of his present business wide experience in this line and his knowledge of processes of manufacture and of trade conditions insures a continuance of the success of the undertaking.

Mr. Oleson comes to Massachusetts from Norway, where his birth occurred August 2, 1869. Crossing the Atlantic, he became an apprentice in the Crampton Loom Works of Worcester, Massachusetts, and was employed in the foundry, the blacksmith shop and the machine shop. Later he became a machinist in the employ of Washburn & Moon and afterward was with the Grosvenor Dale Mill at Grosvenor Dale, Connecticut, serving in the capacity of engineer. He left there to take up work on switchboard apparatus, arc lights and searchlights with Thomson-Houston of Lynn, Massachusetts, and was next with the American Wheel-

lock Engine Company of Worcester, Massachusetts, as shop foreman. Removing to Toledo, Ohio, he was for five years chief engineer with the Toledo Traction Company and then went to Milwaukee, Wisconsin, as erecting engineer with the Allis-Chalmers Manufacturing Company. Subsequently he became associated with the Insull interests, then the Chicago Edison Company, with which he continued for twenty years, during which time this had become the Commonwealth Edison Company, Mr. Oleson continuing as chief engineer of the power stations. During his association with Mr. Insull he installed and operated the first 5,000 KW turbines built in this country, one of which is now a monument in the yards of the General Electric Company at Schenectady, New York.

In the meantime the Edward Valve & Manufacturing Company was formed for the purpose of manufacturing improved equipment for Edison Company plants because the use of superheated steam was not known up to that time and its use caused so much trouble and operating interruptions that a great many changes had to be made and the equipment improved. For fifteen years Mr. Oleson was president of the Edward Valve & Manufacturing Company and designed and patented all of the valves and equipment which it now makes. Moreover, during the World war period he built the valves and fittings of bronze for one hundred and twenty-five destroyers and made shells and other munitions of war running into millions of dollars. Before the United States became involved in the war he built munitions for the British government through the Pierpoint Morgan office of New York.

After the war the Edward Company was without commercial work of any kind and Mr. Oleson had to go out and procure business for the company, which in a short time had reached a large volume. He also spent considerable time in the oil refineries, designing forged steel valves that could be used in the cracking processes and which are being used today with success. The Edward Company gained a large volume of business in the oil fields and it was at this time that Mr. Oleson decided that forged steel fittings would come into use sooner or later, together with forged steel unions that could stay tight under all conditions, for he had observed that the oil refineries had already begun to have trouble, although the pressure was not then very high. He planned when he could leave the Edward Valve & Manufacturing Company, one of the Insull properties, to undertake the manufacture of forged steel fittings, and leaving that company in 1923, he organized the Continental Valve & Equipment Company, which was incorporated under the laws of the state of Illinois in the latter part of 1923. It has an authorized capital of three hundred and fifty thousand dollars of common stock and two hundred and fifty thousand dollars of preferred stock. None of the latter, however, has been issued and only one hundred and twenty-four thousand, five hundred and sixty dollars of the common stock. Mr. Oleson came to the conclusion that it would be well to transfer the corporation to Massachusetts and purchased The Framingham Manufacturing Company which plant was established at Framingham, and under his guidance the business has stead-

ily developed, meeting a need in its particular line and turning out a product that is finding a ready sale on the market and giving general satisfaction.

In 1889 Mr. Oleson was married to Miss Anna Ruthman, of Grosvenor Dale, Connecticut, and they had seven children: David Conrad, Helen and Jennie, living, and four deceased. Mr. Oleson has never had occasion to regret his determination to come to the new world in 1887, for here he has found the opportunities which he sought and in their utilization has made steady progress. Each change in his business connections has marked a forward step, bringing him a wider outlook and broader opportunities, and thus steadily he has gone on to a position of leadership in connection with the metal manufacturing interests of this country.

MONKS & JOHNSON

The activities of the firm of Monks & Johnson cover a broad field in architecture and engineering. Their specialty, however, is the design of industrial and commercial buildings. This partnership was formed over twenty-two years ago. In order to design buildings and equipment to suit requirements, the study of manufacturing processes and the handling and routing of materials has become an important part of their service.

The organization of Monks & Johnson is made up of a large staff of technically trained experts. Their usual service comprises preliminary reports and investigations, complete detailed plans and specifications, obtaining of competitive bids from contractors, supervision of construction, and the auditing of contractors' accounts. Effective results have been obtained by this firm in combining architectural and engineering service in the design of office buildings, banks, department stores, clubs, etc.

During the war they were engaged by the United States government for work which aggregated in cost over seventy-five million dollars. They were the architects and engineers for large undertakings of the Bethlehem Shipbuilding Corporation at Fore River and Squantum, Massachusetts; Providence, Rhode Island; Buffalo, New York; Sparrows Point, Maryland; and Alameda, California. At this time they also designed munition plants for Colt's Patent Firearms Company in Hartford, Connecticut, and for the New Britain Machine Company and for several other large companies. In addition, they were selected as engineers for several large buildings constructed at the Watertown Arsenal.

The original partners were both members of the class of 1903 of Harvard College, and studied engineering at the Lawrence Scientific School. After graduation Mr. Monks was employed as engineer in coal mines in West Virginia and was later engaged in the design of coal handling equipment for several companies in New England. Mr. Johnson was employed

as engineer by a large power and light company in St. Louis and later became associated with an engineering organization in Boston.

Originally the firm specialized in the design of coal handling equipment and undertook a considerable amount of this work in the New England states and in New York city, and when reinforced concrete construction was in its earliest stage of development, they were pioneers in its design.

Three years ago Mr. Johnson, because of illness, was obliged to retire from the firm. The partnership at present consists of Messrs. A. G. Monks, H. D. A. Ganteaume and E. W. McMullen.

The firm's activities are distributed over a large territory, although much of its work has been undertaken in this vicinity. The following are a few of the industrial companies which it has served in Massachusetts: Bird & Son, Inc., First National Stores, Inc., Gillette Safety Razor Company, H. P. Hood & Sons, Inc., Jordan Marsh Company, William Filene's Sons Company, Dennison Manufacturing Company, Forbes Lithograph Manufacturing Company, Boston Fish Market Corporation, Bay State Fishing Company, William Underwood Company, American Soda Fountain Company, H. B. Smith Company, Massachusetts Mohair Plush Company, Western Electric Company, Decatur & Hopkins, Waltham Watch Company, Brockway Smith Corporation, Chickering & Sons Piano Company, Houghton Mifflin Company, General Sea Foods Corporation, Walter Baker & Company, Inc., Walworth Manufacturing Company, S. S. Pierce Company, Mason & Hamlin Piano Company and Carter Rice & Company.

ARCHIBALD G. MONKS

Archibald G. Monks, well known as senior member of the firm of Monks & Johnson, architects and engineers of Boston, was born in Brookline, Massachusetts, June 26, 1879, a son of Frank H. and Elizabeth O. (Crowell) Monks, who were also natives of this state. The father was a prosperous business man, well known as a trustee and director of various corporations.

After completing a course in the Brookline high school Archibald G. Monks attended Chauncy Hall and then entered Harvard University, winning a degree in engineering at his graduation in 1903. He then went to West Virginia, where he worked in the coal mines, gaining considerable experience. Later he became connected with the Eastern Coal Company of Providence, Rhode Island. Upon returning to Boston, he formed a partnership with Granville Johnson, a former Harvard classmate, under the name of Monks & Johnson, which firm style has since been retained although Mr. Johnson retired from the business some years ago. The story of this organization is given on another page of this work.



ARCHIBALD G. MONKS

Aside from his activities as an architect and engineer, Mr. Monks is a trustee of various estates.

On the 8th of April, 1911, Mr. Monks was married to Miss Anabel L. Leavitt, of Pelham, New York, and they have two children, Peter and Ursilla. Mr. Monks finds recreation in fishing and golf. He belongs to the Weston Golf Club, the Exchange Club, the Union Club, the University Club and the Harvard Clubs of Boston and New York. He has served as water commissioner of the town of Weston, on special committees of the Salvation Army and as a member of the board of managers of Boston Dispensary. He is interested in various charitable organizations. He resides in Weston, Massachusetts.

SAHATIEL G. MANDALIAN

The name of North Attleboro is known to every lover of fine jewelry and kindred products, for here American gold and silver manufacturing centers and its trade relations reach out to practically every important point on the globe. Among the well known business concerns of the city is the Mandalian Manufacturing Company, producers of mesh bags, and the promoter of the business, Sahatiel G. Mandalian, has won for himself a most creditable place among the manufacturers here.

He was born in Constantinople, Turkey, February 10, 1869, and is a son of Garabad and H. G. Mandalian. Attending a little missionary school, he learned the English language and in August, 1890, came to the United States, settling first in Boston, where he was employed in an Oriental carpet store. While thus working he attended night school and gained a further knowledge of English, at the same time picking up various bits of useful information of other kinds. In 1892 he came to North Attleboro, where he began working in a jewelry factory with the purpose of earning enough money to enable him to attend an art school. For six months he was a student in an art school in Providence, Rhode Island, after which he returned to North Attleboro and worked as a jewelry tool maker. After five years spent in that connection, feeling that his opportunities for advancement were limited, he started a business of his own in 1898, beginning the manufacture of patent sleeve holders, numbering his first pair "98" because of the year in which he established the business. In course of time he took up the manufacture of silver plated ladies' mesh bags and afterward began the manufacture of enameled mesh bags or costume bags. Such has been the steady growth and development of the business that he now employs about one hundred and fifty people and occupies an entire floor and also a half of the third floor of the Manufacturers building, located on Elm street in North Attleboro. The output of his factory is sold throughout America, England, Australia and South Africa. Many of the processes employed in the plant are patented and the bags turned out express the last word in costume

articles of this character, showing both originality and beauty of design as well as of coloring and thoroughness in construction.

Mr. Mandalian was married in 1901 to Lillian Fuller, of Wilton, Maine. He is a member of the Congregational church and of the Business Men's Club. He deserves great credit for what he has achieved, for he started out a poor boy and when he began business independently he had practically no capital, his first investment of twenty-five dollars being put in a hand press. Gradually he increased his facilities and won trade as the public began to recognize the value and attractiveness of his manufactured goods. Today he has a large business, and his prosperity is indeed the merited reward of his labors and capability.

BENJAMIN LORING YOUNG

Benjamin Loring Young, a well known member of the Boston bar who is also connected with industrial interests of Massachusetts as a director of various companies, was born in Weston, this state, November 7, 1885, and is a son of Benjamin Loring and Charlotte Wright (Hubbard) Young. He completed his preparatory education for college at the Noble and Greenough School in Boston and was graduated from Harvard University with the degree of Bachelor of Arts in 1907, while in 1911 he received the degree of LL. B. cum laude. From 1907 until 1908 he was in business with the firm of Stone & Webster. Admitted to the Massachusetts bar in 1911, he began practice with the firm of Ropes, Gray & Gorham of Boston and since 1925 has been a partner in the firm of Ropes, Gray, Boyden & Perkins. While Mr. Young enjoys an extensive practice and devotes the major part of his attention to his chosen profession, he is also a director of the Second National Bank of Boston, the Hamilton Woolen Company, Incorporated Investors, the George Willcomb Company, the Weston Water Company and the Sierra Pacific Electric Company and is a trustee of the Suffolk Savings Bank of Massachusetts and the Massachusetts Utilities Associates.

His activities in other fields have been directly beneficial to the community. He served as a member of the board of selectmen of Weston during the years from 1910 to 1923 and from 1925 to 1929. He is now moderator of that town. He was a member of the Massachusetts state board of parole and the advisory board of pardons from 1913 until 1915. Representing his district in the lower house of the Massachusetts general assembly from 1916 until 1924, he served as speaker of the house during the last four years of that period. He has also been chairman of the Massachusetts commission on probation and was a delegate to the republican national convention in 1928. The cause of education has ever found in him a stalwart champion. He is a trustee of the Noble and Greenough School and was a member of the board of overseers of Harvard University from 1922 to 1928. His political allegiance has always been given to the



BENJAMIN LORING YOUNG

republican party and his religious faith is that of the Episcopal church. The nature of his interests is further indicated in the fact that he is a member of the Academy of Arts and Sciences of Boston and of the Colonial Society of Massachusetts. He is president of the Harvard Graduates Magazine, a member of the Harvard Club, the Somerset Club and the Tavern Club in Boston and of the Harvard Club of New York. Along strictly professional lines his membership is with the Bar Association of the City of Boston, the Massachusetts State Bar Association and the American Bar Association.

Mr. Young was married March 3, 1908, to Miss Mary Coolidge Hall, the Boston Chapter of the Brotherhood of St. Andrew. He has been and Benjamin Loring Young, the family home being at Weston.

CHARLES H. COBB

Charles H. Cobb, president of the Filing Equipment Bureau of Boston, was born in Florence, Massachusetts, September 24, 1876, a son of the Rev. E. G. and Esther (Redfield) Cobb. He attended Williston Seminary, from which he was graduated in 1895, and Amherst College, in which he completed his course in 1899. In 1901 he entered the employ of the Library Bureau as a salesman and later was given charge of service and production. In 1905 he was sent to London, where he opened and equipped a branch of the Library Bureau, serving as treasurer and supervising the plant and sales department in that city most successfully. In 1910 he returned to Boston and through successive promotions was steadily advanced to the positions of comptroller, assistant treasurer and vice president. His connection with the Library Bureau, which was terminated in 1926, had covered a period of a quarter of a century. He resigned and was joined by R. H. Charlton, also previously of the Library Bureau force, in organizing the Filing Equipment Bureau, now located at 27 Melcher street, Boston. At the time the company was formed the Boston Herald said: "Of unusual interest in New England business circles is the announcement of the organization in Boston by former Library Bureau executives of a new corporation known as the Filing Equipment Bureau. The new corporation has taken over the substantial building, business and equipment of the Boston Index Card Company, 113-115 Purchase street, acquiring thereby a modern plant in active, successful operation and with a production potential considerably in excess of its present business which has been largely with the wholesale phase of filing equipment production." Under the direction of Mr. Cobb and Mr. Charlton the business has become a signally prosperous and growing concern. The company supplies business houses with superior filing equipment plus that personal service absolutely essential to the most effective returns from filing equipment investment. Whether the requirements be for an inexpensive plain card or a complicated ruled and printed form, guides, fold-

ers, etc., the company feels that there is only one way for its production, and that is in accord with the highest standards known or developed for the production of material for card index purposes. The company carries a large line of steel cabinets built with the idea of the greatest efficiency in operation as well as durable qualities. In the establishment of the business many special machines for quantity production of cards, folders and other allied products were designed and are in operation in the factory. Another element of the success of the undertaking is the fact that the officers have surrounded themselves with a staff who have been trained for many years to follow out in business practice the ideals which are so firmly tied to this industry in New England.

On the 15th of May, 1905, Mr. Cobb was married to Miss Grace E. Stetson, of Boston, and their children are James R. and Priscilla H. Mr. Cobb belongs to the Episcopal church and has membership in the University Club, Brae Burn Country Club, Hingham Yacht Club and other social organizations. In politics he is a republican, but most of all he is a hard-working, energetic, forceful and resourceful business man who in the establishment of his present enterprise has contributed to the substantial development of Massachusetts industries.

ROY H. CHARLTON

Roy H. Charlton, treasurer of the Filing Equipment Bureau of Boston, was born in Cambridge, Massachusetts, March 18, 1889, a son of William and Mary J. Charlton. After attending the public and high schools of Cambridge he started out in the business world and entered the employ of the John Hancock Life Insurance Company, with which he remained for eight years. He then obtained a position in the purchasing department of the Library Bureau, with which he was connected for thirteen years, winning steady advancement until he became general purchasing agent. He had also been in charge of the company's real estate department, superintending the purchases of sites and other realty transactions. He then joined Charles H. Cobb in the organization of the Filing Equipment Bureau of Boston, Mr. Cobb becoming president of the company, with Mr. Charlton as treasurer. This company took over the substantial building, business and equipment of the Boston Index Card Company, thereby becoming owners of a modern plant already in successful operation. They have maintained the highest standards not only in the physical equipment carried, but also in the line of service rendered to patrons and their enterprise has enjoyed notable success, its ramifying trade relations rapidly increasing.

On the 16th of September, 1914, Mr. Charlton was married to Miss Ruth W. Wallis and they have two children, Dorothy W. and Robert W. Mr. Charlton gives his political support to the republican party and he has membership in the Congregational church and in the City Club. Busi-

ness, however, occupies the greater part of his time and attention and his close application, earnest purpose and comprehensive understanding of business conditions have contributed largely to the success of the enterprise of which he was one of the founders and of which he continues as treasurer.

GEORGE S. BOUTWELL

George S. Boutwell, secretary of the Standard Horseshoe Company of Boston, was born in Lyndeborough, New Hampshire, August 22, 1850, his parents being Rodney C. and Nancy J. Boutwell. Having mastered the branches of learning taught in the public schools of the neighborhood, he remained upon the home farm in New Hampshire until twenty years of age, after which he spent a short time in business with his brother at Worcester, Massachusetts, and became connected with the wire goods manufacturing plant of The Washburn & Moen Company. His ability and efficiency soon won him promotion to the position of foreman of a department and he became recognized as a prominent factor in industrial activity in the community. Later he entered into partnership with George F. Blake under the name of Blake & Boutwell and their interests were conducted under that style until the Standard Horseshoe Company was organized, with Mr. Boutwell as secretary, in which office he has since continued, the other officers being his two brothers, Roland H. and Roswell M. Boutwell, mentioned elsewhere in this work. Mr. Boutwell at this writing is in the seventy-ninth year of his age. He may well be proud of his youthful looks, while his vigor and enterprise are those of a man of middle life. He has always been a hard, conscientious worker and has succeeded where others have failed.

Mr. Boutwell retains his membership in the Knights Templar commandery and the Mystic Shrine but has severed his connection with clubs, largely dividing his time and attention between his home and his business. His long association with the business development of Massachusetts has brought him a wide acquaintance and he commands the respect and confidence of all who know him.

ROLAND HILL BOUTWELL

Roland Hill Boutwell, who since 1894 has been associated with the horseshoe industry as a manufacturer, was born in Lyndeborough, New Hampshire, May 2, 1853, and largely devoted his attention to obtaining a public school education while spending his youthful days in the home of his parents, Rodney C. and Nancy J. Boutwell. He started out in the business world as an employe of Fuller, Dana & Fitz, iron and steel manufacturers

of Boston, with whom he was associated for seven years, beginning in 1872. He then conducted an iron and steel jobbing business from 1879 until 1894, when he began manufacturing for the horseshoe industry. He is now a member of the firm of Boutwell & Company, operating along this line, is president of the Standard Horseshoe Company and president of the Portland Iron & Steel Company, in which undertaking he is associated with his brother, Roswell M. Boutwell, who is treasurer of these organizations. Their business has been carefully systematized, so that maximum results are secured at a minimum expenditure of time, labor and material—in which is found the secret of all success. He is also an associate member of the American Iron & Steel Institute.

Mr. Boutwell belongs to the Mount Vernon church and is also well known in Masonic circles as a member of Mount Hermon Lodge, F. & A. M., and Boston Commandery, K. T. He is identified with the Algonquin, Merchants and Exchange Clubs and these associations indicate much concerning the nature of his interests outside the strict field of business.

ROSWELL MURRAY BOUTWELL

Roswell Murray Boutwell, who conducted business at 131 State street in Boston, had been a representative of the iron and steel industry for nearly a half century when he passed away September 6, 1929, at the age of seventy-four years. He was born in Lyndeborough, New Hampshire, May 22, 1855, a son of Rodney C. and Nancy J. Boutwell. He acquired a public school education and from 1880 until his death was connected with iron and steel activities, being a young man of twenty-five years at the time that he started out in the business world. Beginning in 1894 he had operated in the horseshoe industry as a manufacturer and had developed a trade of substantial proportions. He was the treasurer of the Standard Horseshoe Company, treasurer of the Portland Iron & Steel Company and a member of the firm of Boutwell & Company. For a period covering two decades he was a member and director of the New England Iron & Heavy Hardware Association, of which he served as president during the years 1906 and 1908, and from 1912 until his demise he was a member of the American Iron & Steel Institute.

On the 22d of May, 1883, in Louisville, Kentucky, Mr. Boutwell was united in marriage to Jeanie C. Russell, of Louisville, Kentucky. They became the parents of a daughter and two sons, namely: Elsie Russell, who is the wife of Maurice C. Tompkins; Roswell Murray, Jr., a director of the New England Iron & Heavy Hardware Association; and Roland Hill Boutwell (II), who married Marion Hood.

Mr. Boutwell was always actively interested in civic problems and was connected with the city government of Lowell. He belonged to the Kilwinning Lodge of Masons and to Pilgrim Commandery, K. T. He was at one time a member of the Art Club, held membership in the Exchange Club



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ROSWELL M. BOUTWELL

and belonged to the Old South Church of Boston. His activities thus touched life at many points and his energies were ever directed along constructive lines.

DANIEL B. LEWIS

Daniel B. Lewis, certified public accountant and tax consultant, with offices at 45 Milk street, Boston, was born in Charlestown, Massachusetts, August 24, 1887, a son of Luther E. and Abbie G. (Gardner) Lewis, who were natives of Boston and of Charlestown, Massachusetts, respectively. The father was a stock broker of Boston for a number of years and passed away April 10, 1923, but the mother is still living.

Daniel B. Lewis pursued a public school education and was graduated from the Orleans high school at Cape Cod, Massachusetts, in 1902, and from the high school at Medford, Massachusetts, in 1904, having pursued a business course at the latter place. He then secured a situation as office boy with Parker, Holmes & Company, wholesale shoe dealers of Boston, with whom he remained for about three years. He next took up public accounting work as an assistant and so continued until 1911, when he started out independently and has since followed his profession alone. He is regarded as an expert accountant and tax consultant and he now specializes in making audits for shoe manufacturers, textile manufacturers and banks and bankers, and in connection with public utilities securities. He has built up a very high-class patronage and since 1916 he has been a member of the board of registration of Certified Public Accountants, having been appointed by Governor Cox and afterward by Governor Fuller, his present term to continue until 1932. He is keenly interested in all legal matters affecting his profession and has made a thorough study of federal income tax laws. He is also reading law and is thus greatly promoting his efficiency in his present field.

Mr. Lewis makes his home at Yarmouth, Massachusetts. He is a life member of the Boston Press Club and is a loyal follower of Masonic teachings. He finds his recreation in hunting, fishing and camping.

ROBERT H. SMITH, JR.

A chemist by training, a business man of wide experience, Robert H. Smith, Jr., is making steady progress in connection with the Feculose Company of America, with plant at Ayer, where he is in complete charge of the mill. Born in Boston in 1898, he is a son of Robert and Susan (Carty) Smith. He acquired a high school education and then entered Harvard University as a member of the class of 1921, specializing in the study of chemistry in preparation for a line of business to which he be-

lieved he might devote his life. After receiving thorough training in this field he became connected with the chemical department of the Feculose Company of America at its plant in Ayer and now has complete charge of the mill, which is devoted to the manufacture of modified starches for sizings and adhesives. Mr. Smith's rise in this organization is due to his close application, to his comprehensive understanding of the laws of chemistry and to a laudable ambition which prompts him to make the best possible use of opportunities, and his friends do not hesitate to predict for him a successful future.

There is also a military chapter in his life record, for when he was eighteen years of age he enlisted in the aviation section of the Marine Corps. When the United States entered the World war he was too young for service, but just as soon as the government reduced the age limit he at once volunteered and was ready for duty on the battle front, but did not get overseas owing to the termination of hostilities.

Mr. Smith was married in Boston to Kathleen MacQuaide and they are the parents of two children, Robert and Elaine Muriel. They reside on Washington street in Ayer and are members of the Episcopal church here. Mr. Smith belongs to the American Chemical Society and is well known in professional circles because of his developing skill and ability along that line. He has made for himself a creditable business record and now is in full charge of all developments in the mill of which he is superintendent.

CHARLES SAMUEL POTTER

Charles Samuel Potter, manager of the Hampden Lumber Company since its organization in 1902, is numbered among Springfield's active and successful business men. He is a representative of one of the oldest families of New England, being in direct line of descent from Nathaniel Potter, who was born in England, and settled in Portsmouth, Rhode Island, in 1634.

Nathaniel Potter, son of Nathaniel and Elizabeth (Stokes) Potter, was in Portsmouth, Rhode Island, in October, 1637, died October 20, 1704, and was the first American born ancestor of this family. He married Elizabeth Stokes.

Nathaniel Potter, son of Nathaniel and Elizabeth (Stokes) Potter, was born at Dartmouth, Massachusetts, November 12, 1669, and died November 16, 1736. He married Joan Wilbur, who was born in the year 1661, and died in 1731.

William Potter, son of Nathaniel and Joan (Wilbur) Potter, was born in Dartmouth, Massachusetts, in 1689, the date of his death not being of record. He married Mary Browning.

David Potter, son of William and Mary (Browning) Potter, was born in Dartmouth, Massachusetts, February 13, 1722, and died April 11, 1801.



CHARLES S. POTTER

He married, January 5, 1749, Susanna Barber, a daughter of Richard Barber.

Philip Potter, son of David and Susanna (Barber) Potter, was born in Richmond, Rhode Island, September 13, 1753, and died October 14, 1824. He married, April 10, 1777, Abigail Philips, born in 1756, died in 1834, a daughter of Bartholomew and Elizabeth Philips.

Captain Philip Potter, son of Philip and Abigail (Philips) Potter, was born in Ashford, Connecticut, February 14, 1782, and died December 31, 1847. He married Hannah Preston, born in 1781, died in 1854, a daughter of Zera and Mary Preston.

Captain Philip Preston Potter, son of Captain Philip and Hannah (Preston) Potter, was born at Willington, Connecticut, July 6, 1811, and died in Springfield, January 14, 1901. He was active in military affairs, and served for many years as captain in the state militia. In 1825 he accompanied his parents to Wilbraham and was a resident of that town sixty-four years. The later years of his life were spent in Springfield with his son, Timothy D. Potter. He was a man of strong character and exceptional business ability. During his residence at Wilbraham he served several times as selectman and assessor, and in 1853 represented the town in the legislature. He was one of the incorporators, and for many years a director, of the Palmer Savings Bank; was a Methodist in religion, a republican in politics. He was active and successful in any line of business to which he turned his attention, whether as a farmer, as a lumber merchant, or a dealer in real estate. His honesty was proverbial, and his personal statement did not need the security of writing to be held good. Captain Potter, in partnership with his son, Timothy D. Potter, engaged in the lumber business in Palmer, in 1866, and this concern has been continued to the present time (1930). Captain Potter married, May 24, 1836, Bethiah B. Walker, born in Connecticut, December 5, 1811, daughter of Caleb and Abigail (Dimmock) Walker, who came to Belchertown about 1825. Caleb Walker, whose father served in the Revolutionary War, died in Belchertown in 1853, at the age of seventy-nine years. His wife, Abigail (Dimmock) Walker, was a daughter of Timothy Dimmock, a native of Willington, Connecticut, who also served in the Revolutionary war. Children of Captain and Mrs. Potter: 1. Timothy D. 2. William W., born July 12, 1842, is a resident of Brookline, and married, May 21, 1873, Isabella Strickland, a teacher of Springfield. 3. Abigail Bethiah, born October 30, 1844, married, April 8, 1863, M. A. Maynard, who was a coal and wood dealer of Springfield, now retired. 4. Almena M., born August 8, 1846, married George M. Hastings, of Palmer. 5. Philip H., born August 20, 1851, married, September 17, 1873, Clara Murdock.

Timothy D. Potter, son of Captain Philip Preston and Bethiah B. (Walker) Potter, was born April 12, 1840. He was educated in the common schools and Wilbraham Academy, the latter one of the oldest Methodist institutions in western Massachusetts. After leaving school Mr. Potter spent a short time in the west, later returning to Massachusetts, where he engaged in farming and lumber operations in Belchertown. In

1866, under the firm name of P. P. & T. D. Potter, he built a saw and planing mill at Bondsville, and after six years purchased the interest of his father in this business. He then became a building contractor. In 1880 he took as a partner in business, Rufus L. Bond, an association which lasted until 1909, when Mr. Potter purchased the interest of Mr. Bond, but continued the business under the firm name of T. D. Potter. Beginning in December, 1880, Mr. Potter was actively engaged for fifteen years in milling operations in Michigan, operating mills in Stanton and Alger, and for a period of three years resided in Stanton. In 1889 he removed to Springfield, where he became identified with building operations and real estate transactions. In November, 1893, he purchased a controlling interest in the A. C. Dutton Lumber Company, dealing extensively with the wholesale trade. In 1893 he was chosen as treasurer of this company. After conducting the business successfully for twenty years, he disposed of his interest in it, January 1, 1914. When the Hampden Lumber Company was organized in 1902, Mr. Potter was elected to the presidency of the corporation. He also operated a mill in Vermont, where he is the owner of several thousands of acres of timber land. In political matters he is a republican. He is a member and trustee of the Wesley Methodist Episcopal church. While a resident of Palmer, he served as selectman for one year, as assessor for four years, and in 1878 represented the towns of Palmer, Ludlow and Wilbraham in the legislature. He served as Sunday school superintendent in Stanton, Michigan, and in Palmer, Bondsville and Springfield. He was president of the Springfield Young Men's Christian Association, and for a number of years was one of the directors. In 1908 he was a delegate to the Methodist Episcopal General Conference at Baltimore. Mr. Potter married (first) November 19, 1866, Larene E. Howe, born in 1844, died in 1870, a daughter of George and Irene Howe; she had no children. He married (second) April 6, 1871, Laura Ann (Morgan) Atwood, who died February 26, 1883, daughter of Israel and Martha Morgan, and widow of Charles Atwood. He married (third) Mrs. Leora A. Albro, daughter of Frederick and Harriette A. Risley, and widow of the late Henry Albro. The only children were by the second marriage, and they were: Charles Samuel, whose name heads this sketch; and Larene Bethiah, who was born at Palmer, Massachusetts, March 4, 1875, and died October 24, 1881.

Charles Samuel Potter, son of Timothy D. and Laura Ann (Morgan) (Atwood) Potter, was born in Palmer, Massachusetts, March 24, 1872. He was educated in the public schools of Springfield, and at Wilbraham Academy, and upon the completion of his education he commenced his business career in the office of the Massachusetts Mutual Life Insurance Company, of Springfield, remaining with this concern for a period of six years. He then assumed the duties of bookkeeper for the A. C. Dutton Lumber Company, and continued in that capacity until the organization of the Hampden Lumber Company in 1902, when he was elected to the position of manager, an office of which he is still the incumbent. This company has prospered from the time of its organization, under the manage-

ment of Mr. Potter. He is a man of remarkable executive ability, and is possessed of the happy faculty of winning and retaining the friendship of those with whom he is brought in contact, whether in business, political or social life. He has been twice elected a member of the common council of Springfield, the last year as president, and while a member of that honorable body served on some of the most important committees. Subsequently ward 8 elected him a member of the board of aldermen. For a number of years he has been a member of the Board of Trade of Springfield. His religious affiliation is with the Methodist church. He is a thirty-second degree Mason, and a member of Hampden Lodge, Independent Order of Odd Fellows, the Nayasset Club and Rotary Club.

Mr. Potter was married, June 1, 1898, to Jennie E. Parrish, daughter of O. B. Parrish, of Springfield, who died in March, 1919, and they had one child: Barbara Larene, born September 10, 1904. On the 17th of November, 1923, Mr. Potter was united in marriage to Katherine Reid of Springfield, Massachusetts, a daughter of William and Margaret Reid.

HARRY ERNEST MacDONALD

Among Boston's representative and successful young business men is numbered Harry Ernest MacDonald, who as vice president of MacDonald Bros., Inc., is active in the control of the foremost industrial engineering company of the United States. He was born in Gloucester, Massachusetts, February 27, 1896, and acquired his education in the schools of New England. When about twenty years old he became associated with an organization rendering an industrial service to the manufacturers of the entire country. At the age of twenty-three he became associated with his brother in an organization rendering a service similar to that of his past connection. This particular organization was dissolved in 1923.

During the latter part of 1923, the present corporation, MacDonald Bros., Inc., was organized to render a production engineering service to manufacturers. The purpose of this service is to increase production and to effect economies in all phases of manufacture. This is a closed corporation, the stock being owned equally by Harry E. MacDonald and John M. MacDonald, vice president and president, respectively. During the past five years the activities of MacDonald Bros., Inc., have extended over the entire United States and part of Canada, making it necessary to establish offices in the following cities, in addition to the general offices in Boston: New York city; Cleveland, Ohio; Chicago, Illinois; and Charlotte, North Carolina. At the present time this organization is considered the leading industrial engineering company in the country. The ability of Harry E. MacDonald in the capacity of director of sales and vice president is proven by the growth as well as success of the organization. Mr. MacDonald is also interested as a large stockholder and

officer in another important corporation. During the World war he enlisted in the engineering branch of the American Expeditionary Forces and served as a private in France.

FREDERICK STEVENS SMITH

Frederick Stevens Smith, who gained gratifying and well merited business success as president and director of the Smith Insurance Service, Inc., and the Service Mutual Liability Insurance Company of Boston, had been continuously identified with insurance interests for a period of thirty-seven years when he passed away in this city on the 5th of June, 1929, at the age of fifty-six. He was born at Cromwell, Connecticut, March 23, 1873, and is survived by his mother, Mrs. James E. Smith. His education was acquired at the West Side Middle School and the Stearns Preparatory School of Hartford, Connecticut. In 1892, at the age of nineteen years, he entered the insurance business in the home office agency of the Phoenix Mutual Life Insurance Company. Four years later he became agent for the Fidelity and Casualty Insurance Company's accident and health insurance departments, and a year or two afterwards added western Massachusetts and operated a general brokerage business in Springfield, Massachusetts. In 1905 he became state manager for Rhode Island of the Travelers, and in 1907 assumed managership in Boston of the Fidelity and Casualty Insurance Company, for the brokerage firm of Gilmour & Coolidge. In 1911, feeling that purchasers of insurance might be desirous of availing themselves of advice upon insurance matters—advice which would be unprejudiced by reason of any commission interest in the sale of insurance,—he secured his first client in Worcester, Massachusetts. The Smith Insurance Service, Inc., was formed in 1916 for the purpose of better handling the rapidly developing business, embracing an ever-increasing clientele of the most representative concerns throughout New England, New York, and the east. As president of the concern, he gave his entire time to its development and to the supervision of its highly technical work, not only as advisers on insurance matters, but also as appraisers and adjusters (for the insured's fire losses), and as operators of the Service Mutual Liability Insurance Company. This latter company was organized by clients expressly to secure what is believed to be superior service both in accident prevention and in the handling of claims, and ultimately a reduction in cost of compensation insurance in the state of Massachusetts. Frederick S. Smith maintained offices in the Park Square building of Boston and aside from his activities as president and director of the Smith Insurance Service, Inc., and the Service Mutual Liability Insurance Company also served as vice president and director of the Economy Fire Insurance Company and Mark A. Dunham & Company, Inc. His long experience in the insurance field has gained him thorough



FREDERICK S. SMITH

familiarity with every phase of the business and his opinions were considered authoritative.

In 1899 Mr. Smith was united in marriage to Miss Edith Arnold Mills and they became parents of a daughter, Elizabeth C. In March, 1929, in company with his wife, Mr. Smith went to England, where he took a home for a temporary stay. Following his return to Boston on the 3d of June he became ill and two days later passed away at his home at 9 West Hill place. His untimely death was deeply deplored by his many friends and among his business associates, who felt that he should have been spared for many more years of usefulness. He was a member of the Associated Industries of Massachusetts and the Boston Chamber of Commerce, was treasurer of the West Hill Place Owners Association and secretary of the Boston Chapter of the Brotherhood of St. Andrew. He has been greatly missed in these organizations, as well as in insurance circles, and those who knew and loved him best will ever cherish his memory.

CHARLES D. BLAIKIE

For more than a quarter of a century Charles D. Blaikie has been closely identified with the manufacture of jewelry in Attleboro, progressing steadily through the exercise of effort, and is now controlling a business conducted under the style of the Smith, Richardson Company. He was born in Providence, Rhode Island, March 4, 1876, and acquired his education in the public schools of that city, afterward serving an apprenticeship as a machinist in the old Rhode Island Locomotive Works, now out of existence. He was engaged in mechanical work in several places, finally becoming a tool maker in a jewelry shop of Providence, where he remained until 1903, when he came to Attleboro, and was employed in a similar capacity by the Smith, Richardson Company, makers of chains and polishing machines for manufacturing jewelers. While in their service Mr. Blaikie gained a comprehensive knowledge of the industry and on the death of N. J. Smith, the senior member of the firm, formed a partnership with Mr. Richardson. This association was continued until the demise of Mr. Richardson, at which time Mr. Blaikie became sole owner of the business, which he has since conducted successfully, retaining the original firm style. He has about thirty-five employes and sells his products to manufacturing jewelers. An expert mechanic, he is well able to direct the labors of those in his service and wisely and efficiently manages his affairs.

On the 24th of October, 1902, Mr. Blaikie was united in marriage to Miss Mary Ahmuty, of Providence, and their attractive home in Attleboro is a center of the city's social life. Mr. Blaikie is a member of the West Side Club and a prominent Mason. He has filled important offices in the order, being a past high priest of the chapter and a past illustrious master of the council. He is a member of Bristol Commandery, No. 29,

K. T.; has also taken the thirty-second degree in Scottish Rite Masonry, and is a member of Palestine Temple of the Mystic Shrine. He is a worthy exemplar of the craft and well deserves the distinctive title of self-made man, for he received no assistance at the outset of his career, and all that he now possesses has been won by tireless industry and honorable methods.

GEORGE COLBY LUNT

George Colby Lunt, widely known manufacturer of silverware, has been treasurer and general manager of the Rogers, Lunt & Bowlen Company of Greenfield since its organization in May, 1902, and in fact has been identified with this field of industrial activity since his youth. He was born at Newburyport, Massachusetts, December 30, 1864, a son of Enoch and Mary Lunt. In the acquirement of an education he attended grade and high schools and after putting aside his textbooks started to learn the retail jewelry business in the Foster store, in which he remained until February, 1882. At that date he entered the employ of the Towle Manufacturing Company, silversmiths of Newburyport, and when in May, 1883, the founders sold out and organized a new business enterprise, Mr. Lunt was made foreman of the engraving department. When the concern moved to Greenfield in 1890, Mr. Lunt came with it and in 1896 was made assistant to the president. In 1894, retaining his position, he served as designer for the company, having studied sculpture and ornamentation in Boston. In 1897 the company undertook the manufacture of horseless carriages in addition to their silverware business. This makes Greenfield, Massachusetts, the home of one of the earliest plants devoted to the manufacture of horseless carriages. The firm, due to the large funds diverted from the silver business to the automobile business, in 1900 was forced into bankruptcy, Mr. Lunt being employed by the assignees to liquidate and settle its affairs. In May, 1902, the Rogers, Lunt & Bowlen Company was incorporated and purchased the machinery, tools, dies and trademarks of A. F. Towle & Sons Company and returned to the manufacture of silverware, subsequently purchasing the factory buildings. The present officers are: John E. Donovan, president; William C. Bowlen and George H. Davis, vice presidents; Charles H. Keith, secretary; George C. Lunt, treasurer; and Denham Lunt, assistant treasurer. Under the wise and capable direction of these gentlemen the business has steadily grown and developed until it is one of the important productive industries of the Bay state. George C. Lunt was instrumental in the organization of the Sterling Silversmiths Guild of America and is its president, having been elected to that office in 1928. Moreover, he is a director of the Lamson & Goodnow Manufacturing Company, the Franklin County Trust Company and the Greenfield Savings Bank and during the first fifteen years of its existence was a director of the Greenfield Cooperative Bank.

On the 16th of December, 1896, at Greenfield, Massachusetts, Mr. Lunt



George C. Lunt

was united in marriage to Anna Denham and they are the parents of a son, Denham Lunt. Mr. Lunt is a worthy exemplar of the teachings and purposes of the Masonic fraternity, to which he belongs, while his religious faith is indicated by his membership in St. James Episcopal church, of which he has served as vestryman. He was formerly a director of the Greenfield Chamber of Commerce and he likewise has membership connection with the Boston Jewelers Club, with the Twenty-four Carat Club of New York city, with the Greenfield Club, of which he was president in 1918 and 1919, and with the Greenfield Country Club. He represented the last named as its president during the years 1920, 1921, 1922 and 1923 and as director for a decade.

GEORGE CROSS SCOTT

George Cross Scott, treasurer of the New England Electrotpe Company of Boston, has been identified with this line of business since 1920. He was born in Dorchester, Massachusetts, in 1899, a son of Willard Farmington and Lena (Trufant) Scott. He attended the Roger Wolcott school, from which he was graduated in 1913, and then entered the Newton high school, completing his course there in 1918. His college course was pursued at Amherst, which numbers him among the alumni of 1922. Throughout the intervening period he has been identified with the electrotyping business, concentrating his energies along this single line, whereby he has made steady progress and achieved a notable measure of success. As treasurer of the New England Electrotpe Company he is connected with one of the important industries of this character in Boston.

Mr. Scott was a member of the Student Army Training Corps at Amherst College and his fraternity is the Alpha Delta Phi. He belongs to the Masonic order and that he is interested in outdoor sports is indicated in his membership in the Longwood Cricket Club, while with the Boston Athletic Association he is likewise identified.

ARTEMAS C. AMBLER

At the venerable age of eighty-four years Artemas C. Ambler passed away on the 20th of January, 1928. His had been a life of usefulness, for through his inventive genius he had made valuable contribution to industrial activity in his native state. He was born at Needham, Massachusetts, in 1844, and in his early life was employed in connection with shoe manufacturing but always had a liking for machinery and was constantly studying and thinking along those lines as to how he might effect improvements until his creative and inventive genius brought forth his

first machine—one for punching teeth in band saws instead of laboriously making them by hand, as was formerly done. Later he also devised a saw filing machine and established business on his own account under the name of the Ambler Saw Manufacturing Company, having two partners in the undertaking; but due to inexperience in selling the output, the business did not succeed and the company was dissolved. It was then that his two sons, Charles A. and Walter B., came to the rescue of the business, which they reorganized and which they have placed upon a profitable basis. Today the Black Diamond Saw & Machine Works, under which name they operate, is one of the important productive industries of Natick and the inventions perfected by the father are in use in turning out products which are finding a ready sale on the market.

Artemas C. Ambler was married to Miss Eliza Tyler Jenkinson, and they became parents of five children: Lenwood H., George B., Charles A., Walter B. and Mary I. The last named is the wife of Frank H. Heinlein.

In matters of citizenship Mr. Ambler always cast his influence on the side of progress and improvement. During the Civil war he manifested his loyalty to the government in service as a member of Company C, Twenty-eighth Massachusetts Volunteers, and later in life he was connected with and became commander of General Wadsworth Post, No. 63, G. A. R., of Natick.

CHARLES A. AMBLER

Charles A. Ambler, secretary and treasurer of the Black Diamond Saw & Machine Works, Inc., has manifested untiring effort and broad vision in the conduct of this business, which is located at 43 North avenue in Natick. A native of this city, he was born April 14, 1875, a son of Artemas C. and Eliza (Tyler) Ambler, who are mentioned elsewhere in this work. He acquired a common school education and at an early age began working in a shoe factory. When about twenty-eight years of age he and his brother, Walter B. Ambler, also a shoe factory employe, reorganized the business which had been dissolved by their father's partners and began the manufacture of band-saws and band-saw machinery, utilizing the inventive genius of their father and eventually making a success of a business which had practically been abandoned. While the father possessed great ability in devising machinery, he gave little attention to the sales end of the business, and though his inventions were acknowledged of much worth, the enterprise had not hitherto been profitably conducted. The brothers bent their energies toward extending the trade of the almost defunct concern, knowing that they were placing upon the market a product of standard quality. They have succeeded far beyond their expectations and are today looked upon as leaders in their field.

In 1897 Charles A. Ambler was married to Miss Grace E. Campbell,

of Derry, New Hampshire, and they have become parents of six children: Vernon C., Lucille R., Marion L., Kenneth C., Doris E. and Paul S.

The religious faith of the family is that of the Baptist church and Mr. Ambler is a blue lodge Mason. An earnest, conscientious worker, he has reason to be proud of his success. Step by step he has advanced as the result of close application, determined purpose and ready adaptability and his business now features as an important industrial interest of Natick.

WALTER B. AMBLER

Walter B. Ambler has for the past quarter of a century continued active in the conduct of the Black Diamond Saw & Machine Works, Inc., of Natick, being thus associated with his brother, Charles A. Ambler, who is mentioned at length on another page of this publication. He was born at Natick, Massachusetts, January 5, 1877, his parents being Artemas C. and Eliza (Tyler) Ambler, reference to whom may also be found elsewhere in this work. When a youth of sixteen he obtained employment in a shoe factory and in 1904 he joined his brother, Charles A. Ambler, in reorganizing a business which had been originally established by their father for the manufacture of band-saws and band-saw machinery of the latter's invention. He is a practical, energetic worker and in the capacity of factory superintendent has contributed in substantial measure to the steady expansion and growing success of the enterprise, which has been developed to gratifying proportions.

Mr. Ambler is married and has two children. Fraternally he is affiliated with the Masonic order, the Eastern Star, the Independent Order of Odd Fellows and the Rebekahs. The scope of his interests and activities is further manifest in his membership in the National Guard, the Veterans and the Rotary Club. He also belongs to the Unity church and is held in high esteem throughout the community in which he has always lived.

SHIRLEY H. ELDRIDGE

Shirley H. Eldridge, president of the Waltham Trust Company, has spent his entire life in New England. He was born at Blue Hill, Maine, July 15, 1884, a son of Frank A. and Annie M. (Coffin) Eldridge, the former a native of Bucksport, Maine, while the mother was born in Orland, Maine, and died in 1918.

At the usual age Shirley H. Eldridge entered the public schools, passing through consecutive grades to the completion of a high school course, after which he entered the Northeastern University of Boston, from

which he was graduated with the Bachelor of Laws degree in 1910. In 1901 he had joined the staff of the National Shawmut Bank of Boston and was connected with that institution for an entire decade. In 1911 he accepted an official position in the Waltham Trust Company, of which he became treasurer, and in 1925 he was elected to the presidency and so continues. He is a forceful executive of broad vision and firm purpose, recognizing the responsibilities that devolve upon him in handling extensive financial interests and his duties in relation to the commercial development of the state.

In 1910 Mr. Eldridge was married to Miss Alice Barton, of Boston, and their children are S. Barton, William F., Eleanor and Victoria. Mr. and Mrs. Eldridge have membership in the First Congregational church and he is a York Rite Mason, having attained the Knight Templar degree, while with the Independent Order of Odd Fellows he also holds membership. Community interests have ever claimed his attention and for ten years he has been a member of the board of sinking fund commissioners of Waltham, while for the past few years he has served as chairman of the board. He finds recreation as a member of the Weston Golf Club, and Waltham Country Club, but his interests are largely of a character beneficial to the community at large. He belongs to the Kiwanis Club, was the first president of the Waltham Chamber of Commerce, is a member of the Massachusetts Credit Men's Association and is president of the Waltham Boy Scouts Council. Opportunity is ever to him a call to action and he is just as mindful of his duties in relation to the public welfare as in the conduct of his business interests.

ALEXANDER ROBERT KELTIE

For more than a quarter of a century Alexander Robert Keltie has been officially identified as treasurer and manager with the John Hood Company of Boston, manufacturers of and wholesale dealers in dental supplies, with which concern he has been continuously connected since May, 1881. A native of Boston, Massachusetts, he was born December 20, 1867, his parents being James and Magdaline C. Keltie. He obtained a grammar school education and afterward attended night schools and also the Burdette College, and when his textbooks were put aside he turned his attention to the line of business in which he has continuously engaged. It was on the 1st of May, 1881, that he entered the employ of Hood & Reynolds, which firm name was changed to John Hood & Company sixteen years later, in 1897. Since the business was incorporated as the John Hood Company in 1903, Mr. Keltie has filled the official positions of treasurer and general manager. All orders are promptly filled and reliability characterizes the business transactions of the house at all times. Mr. Keltie is president of the American Dental Trade Association, being most



ALEXANDER R. KELTIE

widely and favorably known in his particular field of business activity because of the large and excellent line of goods which he manufactures.

On the 3d of September, 1900, in Boston, Mr. Keltie married Miss Nettie Martin, a native of Winchester, Virginia. He belongs to the Commonwealth Country Club and is now serving on its board of directors. The Masonic fraternity finds in him an active and loyal representative. He has membership in Joseph Webb Lodge, A. F. & A. M., which he joined in 1889; Mount Vernon Chapter, R. A. M.; Hyde Park Council, R. & S. M.; Joseph Warren Commandery, K. T., and in the Scottish Rite bodies has attained the thirty-second degree, while with the Nobles of Aleppo Temple of the Mystic Shrine he has crossed the sands of the desert. Efficiency has been his watchword, whether in fraternal or business connections, and has led to his advancement in both fields.

JAMES W. JENNINGS

Comprehensive technical training, supplemented by broad practical experience, thoroughly qualified James W. Jennings for his duties as an executive of the Quaker Silver Company, an Attleboro corporation which he aided in organizing. Coming to this country with no assets save youth, energy and ability, he has made good use of this capital and is successfully managing a business of substantial proportions.

Mr. Jennings was born in Sheffield, England, March 6, 1889, and attended the Sheffield School of Arts. For about six years his studies were directed by Charles Johnson of Sheffield, an able instructor, to whom he is largely indebted for the thoroughness of his education. Leaving his native land in 1908, when a young man of nineteen, Mr. Jennings located in Providence, where he enrolled as a student in the Rhode Island School of Design, and was the winner of the first medal offered by the Manufacturing Jewelers & Silversmiths Association for work in silverware. He also had the benefit of a two years' course in the Brown University extension, afterward becoming instructor in jewelry designing and manufacturing at the Ohio Mechanics Institute in Cincinnati, and proved a capable educator. His next position was that of superintendent for the Mandalian Manufacturing Company, a North Attleboro firm, with which he spent about twelve years, and in 1924 became associated with Samuel M. Stone. In 1926 the Quaker Silver Company was founded, with S. M. Stone, James W. Jennings and Harold K. Greene as the incorporators. The company manufactures a fine line of salt and pepper shakers, atomizers, candlesticks, flower vases and novelties, and its goods are sold from coast to coast. The products of the house are artistic in design, exemplifying a high degree of skill in the silversmith's art. The rapid growth of the enterprise is indicated in the fact that the firm started with six employes and in two years had increased the number to one hundred and ninety. As treasurer and general manager Mr. Jennings has played

a leading part in the conduct of the business, closely supervising every detail of the work and instituting well devised plans for the development of the concern and the increase of its prestige. He attributes much of the success of the company to the loyalty and whole-hearted cooperation of those in its service, and of the original force of six employes, four are still with the firm. Mr. Jennings is also treasurer of the Tenel Company of Attleboro, decorators in enamel, and efficiently directs the financial end of the business.

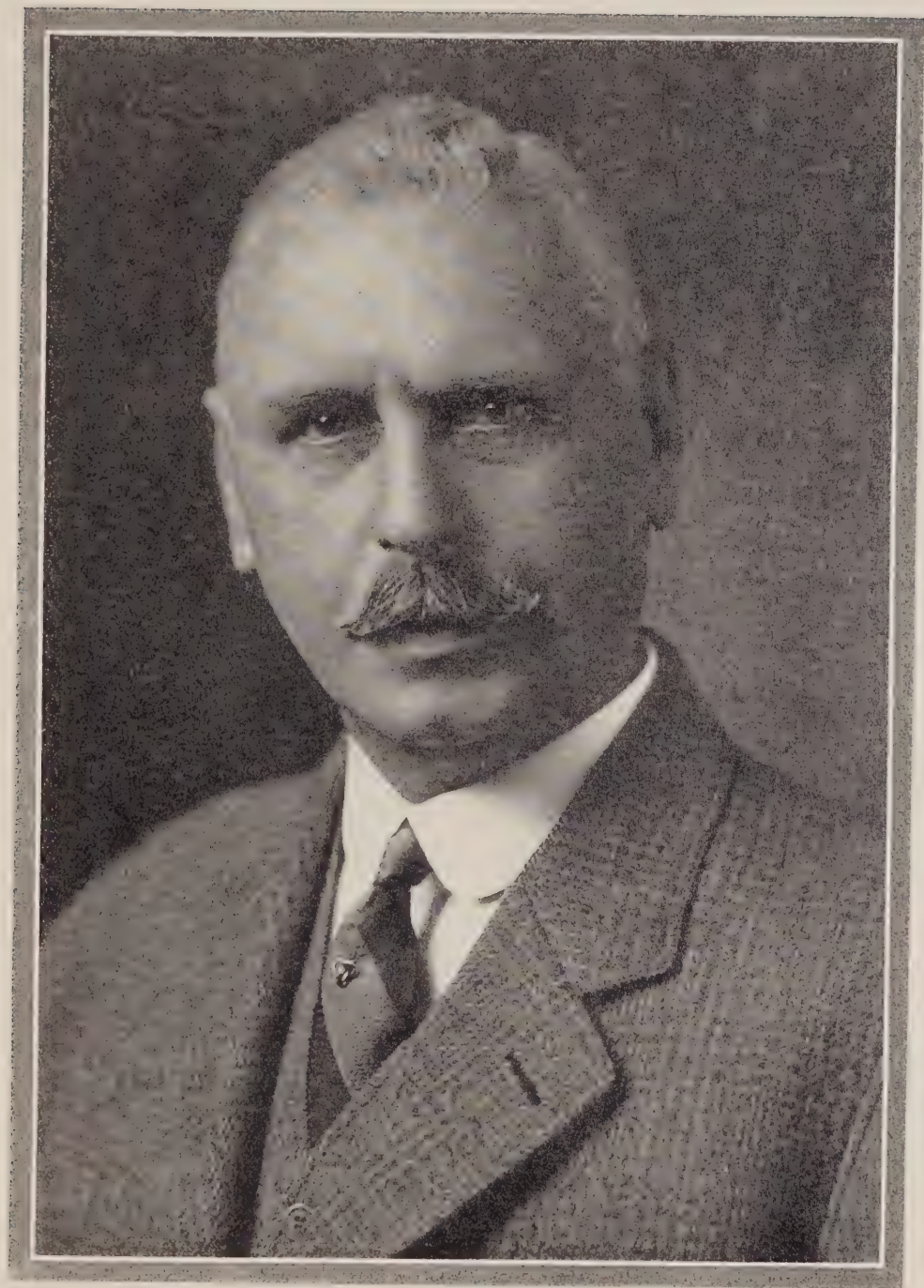
On the 16th of August, 1913, Mr. Jennings was married to Miss Elsie Wardley, of Sheffield, England, and they reside in Providence, Rhode Island. They have become the parents of twin sons, Ralph Kenneth and James Alfred.

Mr. Jennings's leisure hours are devoted to reading, and he is also a devotee of golf. He is a member of the Highland Country Club, while his Masonic affiliations are with the blue lodge, chapter and council. His interest centers in his work, which he thoroughly enjoys, and his influence is one of broadening activity and strength in the field in which he is operating.

FRANCIS ROBERT CARNEGIE STEELE

Francis Robert Carnegie Steele, since 1908 a member of the firm of Patterson, Teele & Dennis, one of the leading firms of certified public accountants in Massachusetts, was born at Pont-de Galle, Ceylon, in 1872, and is descended from English ancestors of Cumberland, England, his father being Judge Thomas Steele, a member of the English judiciary in the island of Ceylon, who married Eliza K. Jolly, of Edinburgh, Scotland.

F. R. Carnegie Steele obtained his early education in private schools and afterward attended Oxford University of England. After his textbooks were put aside he was associated with various firms of chartered accountants in England from 1890 until 1897 and qualified by examination as a chartered accountant under the laws of England in 1896. He then maintained an independent practice in London, England, as a chartered accountant from 1898 until 1904 and in 1905 he was made a Fellow of the English Institute of Chartered Accountants. In the same year he came to the United States as Boston manager for Patterson, Teele & Dennis, certified public accountants, and was admitted to a partnership in the business three years later. On his arrival in this country he took out his first papers and became a citizen in 1910. He has always continued his activities in his chosen field and qualified by examination as a certified public accountant under the laws of Massachusetts, also of Connecticut, Rhode Island, Vermont, Ohio, Missouri and Maryland. He ranks high in the profession, as indicated by the fact that he was chosen for membership in the American Institute of Accountants and in the National Association of Cost Accountants. He has been honored with the presidency of the



F. R. CARNEGIE STEELE

Massachusetts Society of Certified Public Accountants, filling the office from 1916 until 1918, and in 1917 he was a member of the Massachusetts State Board of Registration of Certified Public Accountants. He is likewise taxation and accounting adviser to the Associated Industries of Massachusetts and he has lectured on accountancy topics at Harvard University, Northeastern University and the London County Council. He has also contributed to the literature of the profession, his published works including "The Development of Systems of Accounting Control," "The Limitations of System," "Commercial Education," "Resources of Modern Accounting" and also "Novel and Important Features of the Federal Revenue Law."

In 1899 Mr. Steele married Miss Lydia Alice Twinam, of London, England, and their children are Dorothea Carnegie and Keith Carnegie, residing with their parents at 209 Buckminster road, Brookline.

Mr. Steele is well known through his social connections, having membership in the Country Club of Brookline, the Algonquin and Exchange Clubs of Boston and the Nashua Country Club and Manchester Country Club of New Hampshire. He is also a member of the Bostonian Society of Boston and fraternally is connected with Royal Leopold Lodge, A. F. & A. M., of London, England. He served as president of the Victorian Club of Boston from 1914 until 1917 and was president of the Fisher Hill Associates of Brookline for 1923-1924. He is interested in all plans and projects for general development and public improvement and has served as governor and trustee of Northeastern University of Boston and as a member of the corporation of Rivers School at Brookline. In matters of citizenship his influence is always on the side of advancement and benefit and he has held to the highest standards of service in every relation of life in which he has been active.

STANLEY GAY HYDE FITCH

Stanley Gay Hyde Fitch, of the firm of Patterson, Teele & Dennis of Boston, is a certified public accountant under the laws of New York, New Jersey, Maryland and Massachusetts. While he has spent the greater part of his life in Boston, he was born in Halifax, Nova Scotia, September 13, 1876, a son of Robert Stanley and Abbie (Hyde) Fitch. The removal of his family to Boston enabled him to pursue his education in its excellent public schools, completed by a course in the English high school, after which he entered the Massachusetts Institute of Technology, winning the Bachelor of Science degree in 1900. In business he first turned to chemical engineering but his association with the firm of Patterson, Teele & Dennis, certified public accountants, dates from 1909. This firm holds a prominent place in professional circles and Mr. Fitch has contributed to the high standards of service maintained for its many clients. He has the right to practice his profession not only in Massachusetts but also in New Jersey, New York

and Maryland, having been registered under the laws of all four states. In the educational field he has likewise endeavored to instill a feeling of loyalty to the highest professional standards during the period of his instruction in auditing in the Boston University College of Business Administration from 1915 until 1920 and again for the scholastic year of 1925-1926. He has membership in the Massachusetts Society of Certified Public Accountants, which he has served as president, and in the National Association of Cost Accountants, and he is a past president of the Boston Chapter of the National Association of Cost Accountants. He belongs to the American Institute of Accountants and is serving on its executive committee. He is likewise on the vocational advisory board of Boston University.

On the 17th of September, 1901, in Boston, Mr. Fitch was married to Miss Barbara Ross Dillaway, who was born in this city, December 18, 1880, and their children are Katharine Hyde and Ralph Roswell Fitch (II). Mr. and Mrs. Fitch are Episcopalians, and now reside in Cambridge. During his college days Mr. Fitch became a member of the Delta Kappa Epsilon and is vice president of the Boston Alumni Association of that fraternity and a trustee of the Association of Sigma Tau Alumni of Delta Kappa Epsilon. He has membership in the William Parkman Lodge of Masons and enjoys the social privileges of the Winchester Country Club at Winchester, Massachusetts, and the Exchange, Victorian and Algonquin Clubs of Boston, where he is widely and favorably known socially as well as through his professional connections.

JAMES WILLING

James Willing, of Boston, has high standing as a certified public accountant, being one of the partners in the well known firm of Patterson, Teele & Dennis, with offices at 1 Federal street, Boston, and he is also filling the presidency of the Massachusetts Society of Public Accountants, Inc. A native of Withington, England, he was born December 6, 1878, his parents being Edward S. and Laura F. Willing. After attending private schools in his native land he was admitted as an associate of the Institute of Chartered Accountants in England and in Wales, in the year 1900. In 1901 he commenced practice as a chartered accountant in Kettering, Northamptonshire, England, and continued in practice in that town until 1906, when he left England to become associated with the firm of Patterson, Teele & Dennis at its New York office. Throughout the intervening period, covering twenty-three years, he has contributed to the success of the firm and the steady growth and development of the business. He became a resident partner at the Boston office in the year 1917, after having been attached to that office for a period of eight years prior to that date. He is a certified public accountant of Massachusetts, a member of the American Institute of Accountants, the Massachusetts

Society of Certified Public Accounts, and the National Association of Cost Accountants, and he has also been granted the right to practice his profession under the laws of the state of Maryland. His colleagues and contemporaries accord him high professional standing and a recognition of his ability led to his election to the board of directors of the Massachusetts Society of Public Accountants, Inc., and in May, 1929, to the presidency. He also has other business connections, being known in financial circles as director of the Newton South Cooperative Bank and as one of the incorporators of the Newton Center Savings Bank.

On the 2d of August, 1902, in Broughton, England, Mr. Willing was married to Miss Margaret Dix. Her death occurred early in the year 1917. He married again on the 2d of October, 1918, in Hudson, Massachusetts, when Miss Margaret J. Gill became his wife. His children by his first wife are: Estelle Margaret Burland, wife of Lieutenant Thomas Cameron Ragan, Jr., of the United States Navy; James Burland; and Frances Burland.

His religious faith is that of the Episcopal church, his membership being in the Church of the Good Shepherd at Waban, Massachusetts. He has taken no active part in public affairs save as a member of the Newton constabulary during the period of the World war and in various activities in connection with the township of Waban, Newton, where he has resided for the past twenty years. His social nature finds expression in his membership in the Algonquin Club, the Brae Burn Country Club, the Exchange Club, the Victorian Club, the Rockport Country Club, of which he is a director, the Waban Neighborhood Club, and the Boston Chamber of Commerce. He is widely and favorably known, having a circle of friends almost coextensive with the circle of his acquaintance.

GEORGE E. WHITE

George E. White is the president of The White Manufacturing Company of North Attleboro, a business that had its inception in 1876, having been established under the firm name of S. E. Fisher & Company. It was many years later before Mr. White became identified with the undertaking, but since he became its head his capability in management has been manifest in the success which has rewarded the corporation.

Mr. White was born in Cranston, Rhode Island, March 8, 1872, and pursued his education in the public schools of Attleboro. When he put aside his textbooks he entered the employ of the Bates & Bacon Watch Case Company and learned the trade of engraving, serving in that connection for three years. He also worked for the Regnall-Bigney Company and afterward opened an engraving shop in Attleboro, where he continued in business for several years. He was subsequently associated with C. A. Marsh as a stone-setter and later was with the Horton-Angell Company, purchasing an interest in the business, which then was conducted under

the firm name of White & Rounsville. Mr. White was upon the road as a salesman for a few years. He was also connected with George L. Payne for two years and in 1928 he became the head of The White Manufacturing Company, taking over a business that had its origin in 1876 when the firm of S. E. Fisher & Company was formed. This was succeeded in 1897 by the firm of Sturtevant, Whiting & Bigelow and so continued until 1906, when Mr. Bigelow retired, while in 1913 Edwin Sturtevant withdrew. At that time Fred B. Brigham and Louis Kurtz became associated with George A. Whiting. The firm name of the Sturtevant-Whiting Company was adopted in 1906. Upon the death of Mr. Whiting and the withdrawal of Mr. Brigham, George E. White became associated with Louis Kurtz in the conduct of the business. The latter retired from the company in 1928, at which time The White Manufacturing Company was organized with George E. White as president and Donald LeStage as treasurer. This company manufactures costume jewelry which is sold all over the United States and a New York office is maintained at 15 Maiden Lane, while the main office and factory are in North Attleboro.

In 1890 Mr. White was married to Miss Martha L. Sheidow, of Taunton, Massachusetts, and they have one son, Graham W. Mr. White is a member of the Masonic fraternity, belonging to the lodge, chapter and the Grotto. He finds his recreation chiefly in fishing but gives the greater part of his time and attention to his business affairs, and his thorough preliminary training well qualifies him for the successful management of the interests now under his direction. He has made good use of his time and of his opportunities and the worth of his service secured him advancement until eventually he entered into ownership of an important jewelry manufacturing enterprise.

PRESTON MITCHELL

It was on the 15th of June, 1894, that Preston Mitchell became connected with The William Carter Company of Needham Heights and Springfield. At that time the company controlled a manufacturing enterprise of comparatively little importance, devoted then as now to the manufacture of underwear. With the passing years the business has steadily developed until the name of the company is known from coast to coast. Working his way upward in this connection, Mr. Mitchell is well known as cashier of The William Carter Company and is also the treasurer of The Q P Signal Company of Needham Heights.

Mr. Mitchell was born in Cambridge, Somerset county, Maine, and there acquired his early education, attending school, however, for only ten or eleven weeks in the winter seasons and for six or eight weeks in the summer months, while in his eleventh year he had the opportunity to pursue his studies through only four weeks' attendance at school. Early, however, he learned the lessons incident to farm cultivation and later he



PRESTON MITCHELL

profitably spent two years as a high school student. When he was a youth of fourteen, on the same day, in the depth of winter, his father and mother were stricken with pneumonia and the boy had to drive three miles for the nearest doctor, stopping en route to secure the services of a neighbor as nurse, after which he performed the household duties and did the necessary work on the farm. The strength of his character was thus manifested. When nineteen years of age he became teacher of a country school which had the reputation of being most difficult to handle, the older boys proving extremely unruly. Here physical force as well as mental alertness made him equal to the situation and at the close of the term he could have had a position in any school of the countryside. A little later he pursued a complete course in Gray's Business College in Portland, Maine, and remained in the institution the following year as a teacher. He then became a bookkeeper in a textile mill at Limerick, Maine, and on June 15, 1894, entered the employ of The William Carter Company, underwear manufacturers at Highlandville, now Needham Heights. He was engaged in the capacity of bookkeeper but his duties also included service as shipping clerk, payroll clerk and private secretary to the head of the company. Today more than two hundred employes take care of that class of duties which Mr. Mitchell once performed single-handed. Naturally his advancement followed, his labors contributing in large measure to the success of the business, which today is represented upon the road by sixty-five traveling salesmen, while its salesrooms are to be found in all of the largest cities of the country. In 1920 it was written in this connection: "But Mr. Mitchell's work has been more than a matter of skill in accounting and organizing. Woven through it all are sterling qualities and devotion of a man who has been tested for a quarter century by employer and fellow employes and never been found wanting. It is the man even more than his abilities that calls forth our profound respect and our warmest tribute. For length of service and for services rendered, 'P. M.' stands unique in the annals of The William Carter Company." Mr. Mitchell has modestly disclaimed any special credit to himself for the steady growth of the business, but in 1920 one who knew him well wrote: "The life of Preston Mitchell has been one of continued success and widening influence. No man in the employment of The William Carter Company ever enjoyed or merited to a fuller extent, the confidence and esteem of his employers and the respect and admiration of his fellow employes. Twenty-five years is a long enough period to enable associates and management to gauge with considerable accuracy the worth of a man. Mr. Mitchell is a thoroughly tested man; he has more than met every requirement placed upon him and he wears as well today as when Needham Heights first came to know him. His record is one that improves under scrutiny."

Aside from his official and financial interest in The William Carter Company, Mr. Mitchell is treasurer of The Q P Signal Company, of which his son-in-law, Walter K. Queen, is president and which manufactures power station signal systems, high pressure packing and trolley catchers.

The business is now a profitable one and is increasing in volume and importance year by year.

Mr. Mitchell was married June 23, 1897, to Jennie M. Whall (Kyle) and they have one daughter, Mrs. Gertrude L. Queen.

PHILIP WESTON

On the pages of history which chronicle the industrial expansion and development of Massachusetts the name of Weston figures prominently, and another important chapter in the family history is being written by Philip Weston through the excellent service he is rendering to the Byron Weston Company of Dalton as its president and active chief executive. He was born in Dalton, Massachusetts, February 18, 1881, a son of Byron and Julia (Mitchell) Weston. He traces his ancestry back to Rev. Isaiah Weston, who was born in Middleboro, Massachusetts, February 17, 1773, and resided in Dalton from 1814 until his death in 1821. For many years he was a Unitarian minister but after taking up his abode in Dalton became associated with his brother-in-law, Colonel Thomas Green, in the operation of a smelting furnace and foundry, and he also built the first woolen mill in Dalton. In 1812 President Madison appointed him collector of the port of New Bedford. He was active and public spirited and contributed to the public progress as well as to the material development of the state. In 1795 he married Sarah Dean, who was born in 1776 and died in 1818.

Their son, Isaiah Weston, born in Middleboro in 1804, devoted considerable attention to agricultural pursuits and became the partner of his brother, Franklin Weston, in the conduct of the woolen mill which was established by their father. He was married in Dalton to Caroline Curtis, who was born in 1809 and died in 1865. In 1835 Isaiah Weston went to Fremont, Illinois, where he passed away the same year.

His family of four children included Governor Byron Weston, who was born in Dalton, April 9, 1832, and here died November 9, 1898. He started in the business world as bookkeeper in a mill at Saugerties, New York, managed by one of his uncles, and was next employed in the Lindley Murray Crane mill, manufacturing writing paper at Ballston, New York. He was afterward connected with mills of Hartford, Connecticut, and Lee, Massachusetts, and at the time of the Civil war he put aside business considerations and raised a company of the Forty-ninth Massachusetts Regiment, with which he served as captain. When the war was over he purchased the paper plant of Henry and A. S. Chamberlain in Dalton, enlarged and practically rebuilt it and equipped it with the latest improved machinery for manufacturing linen record and ledger papers. In 1876 he erected the extensive mill known as the Centennial and his products received gold medals when exhibited at Philadelphia in 1876, at Paris in 1878, in Australia in 1882 and at the various important expositions held



BYRON WESTON

in America. In 1892 the company was incorporated as the Byron Weston Company, of which he remained president until his death. His business interests prospered because of his high standards in manufacture, his thorough reliability and marked enterprise, and he was regarded as an authority upon the history of paper making. In 1882 he erected a spacious residence for his own use and a substantial business block and also built many comfortable and sanitary homes for his employes. He likewise laid out streets, put in great artesian wells and made other improvements which added to the development of Dalton. He rendered valuable service as a director of many important business organizations and his influence in political circles was far-reaching and of beneficial character. He was a member of the state senate of 1874 and was elected lieutenant-governor of Massachusetts in 1879, in 1880 and 1881. In office his position was always clearly defined and his course measured up to the highest standards of manhood and citizenship.

In 1865 Governor Weston married Julia Mitchell, who was born in Cummington, Massachusetts, and died September 4, 1902, in Dalton. They were the parents of seven children, the fifth of whom is Philip Weston, who pursued his education in St. Paul's School at Concord, New Hampshire, in Phillips Academy at Andover and in the Yale Scientific School. During his boyhood he was in close touch with his father's business and from his tenth year regularly spent his summer vacations at work in different departments of the paper mills. On leaving Yale he obtained a position in the Agawam division of the American Writing Paper Company and after a year returned to Dalton, where for three years he was employed as a helper by the Byron Weston Company. From 1906 until 1908 he served as assistant foreman and then entered the office, while through the following two years he represented the company on the road throughout the United States. In this way he gained a comprehensive knowledge of every phase of the business, including all the processes of manufacture and the relations of the house to the trade. In 1910 he was elected treasurer of the mill and has since spent much of his time at the plant. In 1911 he perfected and patented the now famous Byron Weston Company made-in-the-paper Hinge, which has revolutionized the "loose leaf" paper trade. Mr. Weston is also responsible for the introduction and development of the following well known and exceedingly successful Byron Weston Company products: Defiance Bond, Waverly, Flexo Ledger (which is made with the famous Byron Weston Company hinge) and Typocount, a paper made expressly for machine book posting. Mr. Weston was elected president of the company in 1920 and has been in direct control of its policies since then. During his long service he has seen the Byron Weston Company plant grow from a two-machine plant to the one of four machines, and the daily capacity of the mills increase from seven thousand pounds of paper a day in 1901 to twenty thousand pounds of high grade Ledger a day in 1927. Following faithfully the business maxims of "High Quality and Fair Dealing" laid down by Byron Weston, his father, Philip Weston has met the hard problems of modern business fairly and suc-

cessfully, and the steady, healthy expansion of this company is a monument to his alert and forward looking management.

In 1910 Mr. Weston married Miss Theodora L. Pomeroy, a daughter of Theodore L. Pomeroy and eldest of five children. To them have been born three children. Mr. Weston is a republican in politics and a member of various college fraternities.

BRENTON CRANE POMEROY

Brenton C. Pomeroy seems fitted by nature, education, training and impulse for the work which he has undertaken to do in the Byron Weston Company as its sales manager and its secretary. The business is conducted at Dalton, Massachusetts, and is a worthy representative of the high grade writing paper industry which so largely centers in this state.

Mr. Pomeroy traces his ancestry in direct line back to Seth Pomeroy, who saw active service in the French and Indian war and was a brigadier general with the American forces in the Revolution. Brenton C. Pomeroy was born in Pittsfield, Massachusetts, September 10, 1891, so that he is still one of the younger representatives of manufacturing interests. After attending the public schools he continued his education at Phillips Academy, Andover, Massachusetts, and later availed himself of the opportunity of becoming acquainted with the paper business by entering a paper mill and working through each department. After considerable experience there gained he became a salesman for Eaton, Crane & Pike, with headquarters in New York city, and while thus engaged he joined Squadron A of the New York National Guard in 1915. There was apparently little possibility for active military service at the time, but Mr. Pomeroy believes in preparedness in every relation of life and he thus gained the training that enabled him to bear his part when in July, 1916, his squadron was sent to the Mexican border, where it was in active service until the following December. In 1917 he received his discharge from the New York National Guard that he might attend the Officers' Training Camp at Fort Riley, Kansas, where he won a provisional commission as second lieutenant of cavalry on the 15th of August. In September, 1918, he was promoted to first lieutenant in the same branch of the service and immediately afterward was transferred to the Tank Corps as first lieutenant in command of the Three Hundred and Thirty-eighth Battalion, in which connection he closed a three years' period of service with the United States Army. At present he holds a reserve commission as captain of Field Artillery.

Following the signing of the armistice and his return to civil life, Mr. Pomeroy became the New York city representative of the Byron Weston Company. Later he was called into the home office with enlarged duties and responsibilities, including sales manager, in which position he still continues, combining with the duties of manager of sales and adver-

tising those of secretary and a director of the Byron Weston Company, to which offices he was elected in 1925.

Mr. Pomeroy is keenly interested in local activities and among other things is a member of the board of directors of the Pittsfield Boys' Club and the Pittsfield Airport Corporation, a member of the corporation of the Berkshire County Savings Bank, and a vestryman of St. Stephen's Episcopal church of Pittsfield.

On the 18th of June, 1921, Mr. Pomeroy was married to Miss Katharine Adams Semple, of St. Louis, and they make their home in his native city of Pittsfield.

CAPTAIN JONATHAN CAPEN HAWES

There was much in the life of Captain Jonathan Capen Hawes that would entitle him to mention among those who have contributed to the business development of Massachusetts. For a considerable period in his early days he was identified with the whaling industry, afterward becoming closely associated with lumber manufacturing in New Bedford. He was born on the home farm, Tarkiln Hill, at New Bedford, May 8, 1826, a son of Levi and Azubah (Capen) Hawes, and died about 1910. His youthful days were spent in the usual manner of farm-bred boys of that period and at the age of fourteen years he left home to learn the sail-maker's trade of William T. Cooke, for New Bedford's proximity to the sea always proved a lure to the youth of those days and caused many to enter actively into lines of business connected in one way or another with seafaring life. After a short time, however, Captain Hawes returned to his home and resumed his education. In 1842, at the age of sixteen years, he became identified with whaling interests as a common sailor on the bark Roman, of which Alexander R. Barker was master. For a considerable period thereafter his life was devoted to the sea and in 1854, when a young man of twenty-eight, he became master of the ship Eliza Adams. His life on the briny deep carried him into many ports and brought him wide, varied and most interesting experiences. He closed his career as a whaler in 1869 and returned to New Bedford to engage in the lumber business with his brother, Simeon Hawes. They established their interests under the name of the Acushnet Saw Mills Company and to this enterprise Captain Hawes devoted his remaining years, building up a business of substantial proportions.

The Captain was married three times. On the 19th of June, 1854, he wedded Miss Jerusha Blake and they had two children: Addie R., now deceased; and Frederic B. Hawes, who is treasurer of the Acushnet Saw Mills Company. The mother died at sea August 8, 1868. On the 20th of November, 1869, Captain Hawes was married to Sylvia R. Leonard, who died June 13, 1876, leaving a daughter, Alice. For his third wife Captain Hawes chose Mary Collins, to whom he was married

April 10, 1877, and they became the parents of a son, Jonathan, now deceased, and two daughters, Mary A. and Grace W.

In his political views Captain Hawes was a republican from the time of the organization of the party, and after permanently retiring from seafaring life he became actively and helpfully interested in public affairs of New Bedford, serving as a member of the city council in 1874 and as a member of the board of aldermen in 1876. He was interested in every project that tended to promote the welfare of the city or advance its civic standards and for a long period he ranked as a representative business man, actively and prominently connected with one of the leading enterprises of New Bedford.

Frederic B. Hawes, treasurer and manager of the Acushnet Saw Mills Company, was born at New Bedford, Massachusetts, April 8, 1863, and here acquired his education in grade and high schools. Since attaining his majority, in 1884, he has been continuously connected with the Acushnet Saw Mills Company, which engaged originally in sawing box timber for New York markets and later began supplying packing cases for New Bedford mills. The company now manufactures packing cases together with a line of specialty cedar chests, also unpainted garden and rustic furniture, and likewise conducts a retail lumber yard. The lumber is taken largely from the stump and finished in the Acushnet mills, where one hundred people are employed.

On the 28th of June, 1897, at New Bedford, Massachusetts, Frederic B. Hawes was united in marriage to Caroline Hathaway Gifford and they are the parents of two children, Richard Gifford and Alice B. A valued member of the First Congregational church, Mr. Hawes has served as clerk for thirty years and has been one of its trustees for a quarter of a century.

GEORGE SNEDDEN

George Snedden, who for seventeen years was superintendent of the Grinnell Mills at New Bedford, was born in the suburbs of Glasgow, Scotland, May 12, 1858, and passed away May 13, 1929. His early youth was largely one of earnest and unrelenting toil. He started out to provide for his own support when a lad of but nine years and became a locomotive mechanic, learning the trade in shop work. He was twenty-six years of age when he determined to try his fortune in the new world and crossed the Atlantic, making his way to Philadelphia, where he secured employment in the Baldwin Locomotive Works, his previous training and experience well qualifying him for the duties that devolved upon him in that connection.

It was in the year 1894 that Mr. Snedden came to New Bedford, where he assisted in installing the original machinery in the Grinnell Mills. He was chosen to fill the position of master mechanic, being the first to serve



GEORGE SNEDDEN

in that capacity, and in recognition of his ability and skill was advanced to superintendent, remaining the incumbent of that responsible office for a period of seventeen years, or until his life's labors were ended. He was a most thorough-going mechanic, understanding mechanical construction in both principle and detail, and he was thus able to most efficiently discharge the responsible duties that devolved upon him as superintendent of the Grinnell Mills.

Mr. Snedden was married to Miss Mary Waddell, who died August 23, 1911, leaving two daughters and a son: Mrs. Alston Garside, Mrs. William Smith and George A. Snedden. On the 15th of March, 1922, Mr. Snedden was again married in John Street Methodist church, his second union being with Mrs. Jennie M. Pierce, of New Bedford, who survives him and lives at 138 Merrimac street, New Bedford.

In community affairs Mr. Snedden took an active and helpful interest. He was a director of the New Bedford Young Men's Christian Association and for many years was treasurer of the North Baptist church of New Bedford. He was a member of the Southern New England Textile Club, and fraternally was a Mason, belonging to Excellence Lodge, F. & A. M.; the Royal Arch Chapter; New Bedford Council, R. & S. M.; the Knight Templar Commandery and the Mystic Shrine. He was likewise a member of the Square and Compass Club and the Dartmouth Country Club and his personal qualities were such as won for him high esteem and warm regard. He was always considerate of the rights and privileges of others and thus he gained the sincere friendship of those with whom he came in contact.

ALFRED HASTINGS CHAPIN

Since 1903 Alfred Hastings Chapin has occupied official connection with the Moore Drop Forging Company of Springfield, which operates one of the best equipped plants of its kind in the country. Mr. Chapin is therefore well known in industrial circles and, moreover, he has a wide acquaintance in Springfield inasmuch as his entire life has here been passed. He was born November 17, 1876, the only son of Adolphus Ferry and Caroline Brooks (Hastings) Chapin, both of whom were of English lineage. The father conducted business as a clothing merchant.

Having completed his education in the public schools, Alfred H. Chapin started out in the business world by securing a situation with the Charles C. Lewis Company of Springfield, wholesale dealers in heavy hardware, and continued in the employ of that company for six years. He was next associated with the Park Steel Company for three years and on the expiration of that period was appointed manager of the Springfield branch of the Crucible Steel Company of America, continuing thus to serve for two years. Since 1903 the Moore Drop Forging Company has benefited by his cooperation, his executive ability being manifest in official control

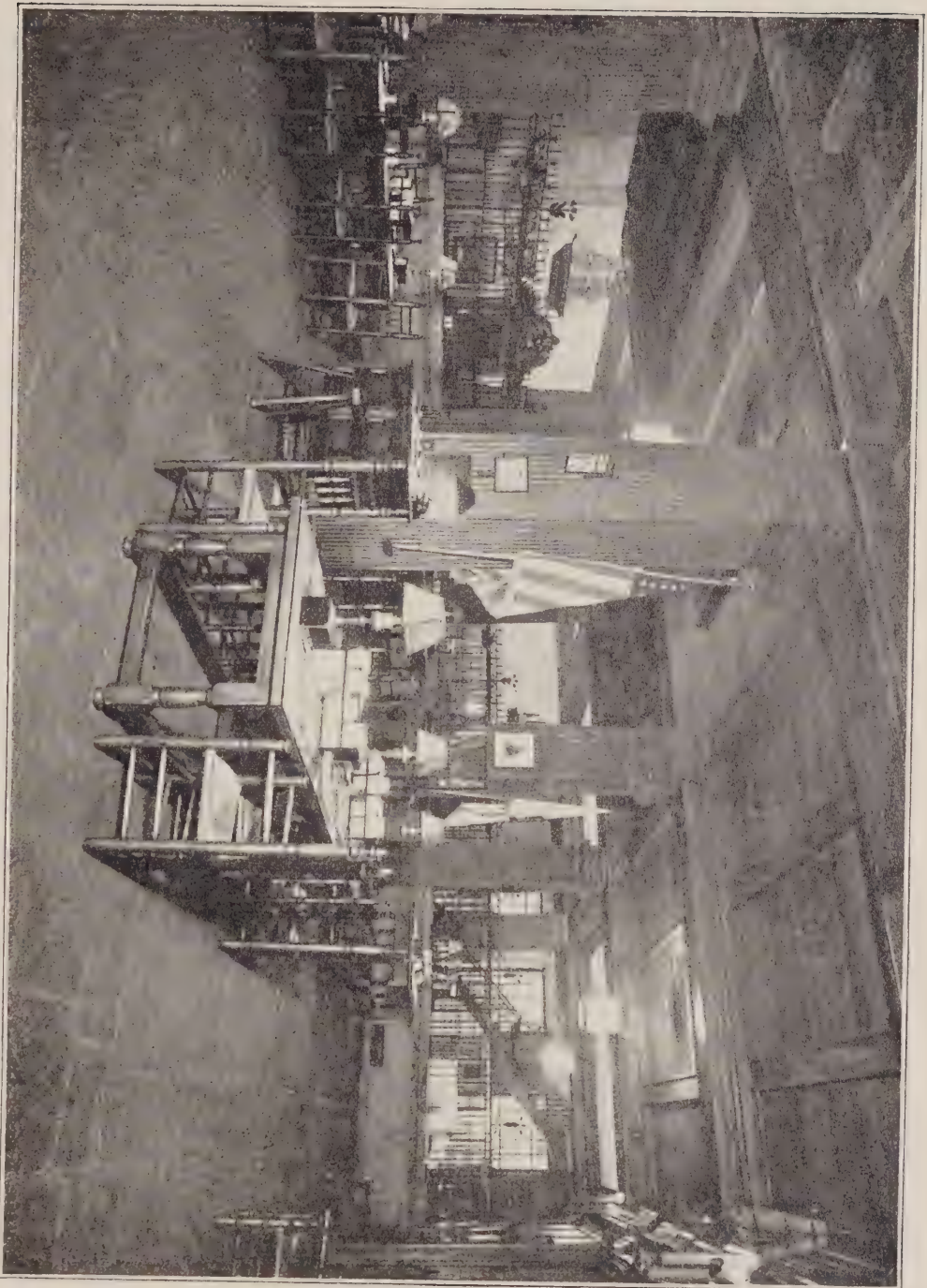
of the interests of the corporation. He became treasurer in that year and as time passed on took over more and more largely the stock of the company and became its president. His name is equally well known in financial circles, for he is a director of the Third National Bank & Trust Company and a trustee of the Springfield Institution for Savings.

The Chapin home on Crescent Hill in Springfield is called "Paignton" in memory of the English home of the early Chapins. Mr. Chapin was married in Columbus, Ohio, October 17, 1900, to Julia Stone Neil, who was born in that city February 28, 1876, a daughter of Henry Moore and Julia Stone (Evans) Neil. Mrs. Chapin passed away May 28, 1925, leaving seven children: Alfred Hastings, Jr., Neil, Julia Neil, Hope Hastings, Ruth Elkins, Samuel Dale and John Stone. Mr. Chapin married Gloria Nicander on November 19, 1925. They have one child, Kay Chapin.

The family attends the Congregational church, Mr. Chapin having membership in the South Congregational church and also serving on its official board. He is a trustee of the Springfield Hospital. He was long actively interested in lawn tennis and he now has membership in the Colony Club, Nayasset Club, Springfield Country Club, Wianno Club and the Longmeadow Country Club, all of Springfield, and in the Union League and Metropolitan Clubs of New York.

STATE STREET TRUST COMPANY

Prior to the spring of 1891 there existed a business organization operating under the name of the State Street Safe Deposit Company. The Third National Bank, with offices adjoining, believed that it would be a great convenience for the box-renters of the former corporation to have a bank in the same rooms, which would be an accessible place in which to deposit or cash their coupons. This led to the organization of the State Street Trust Company, the name being chosen because of the prominent part this thoroughfare has played in the commercial and general history of Boston from early colonial days, having been the site of the first mercantile establishment of the city. The State Street Safe Deposit & Trust Company was chartered and began business July 1, 1891, with a capital of three hundred thousand dollars, subscribed by the stockholders of the Third National Bank and a few others. Without any special attempt being made to secure business, the opening day saw deposits of eight thousand, eight hundred and ninety-eight dollars and the first loan made by the bank was on Boston & Maine stock. When the Third National Bank was consolidated with another banking institution, the trust company became an entirely independent venture and the name was shortened to the State Street Trust Company in 1897. During the latter part of 1900 the company removed from the Exchange building to the Union building, 38 State street. In 1902 a branch office was opened on Massachusetts avenue, in the Back Bay section, and in 1905 a building was erected for this branch bank



INTERIOR MAIN BANKING ROOM, STATE STREET TRUST COMPANY

Showing the tables for the use of depositors lighted by whale-oil lamps with shades decorated with paintings of famous old New England sailing vessels. On these tables, which are reproductions of old ones, are original old pewter inkwells. This picture also shows the ship models over the grill work.

at Massachusetts avenue and Boylston street. In December, 1911, the main office of the trust company was moved into the Worthington building, diagonally across from its previous location on State street, where the deposits increased to about forty million dollars in fourteen years. In 1916 the trust company purchased the assets and good will of the Paul Revere Trust Company, having one of its two offices in Copley Square. Needing more space than could be secured in the Worthington building, the bank returned to practically the identical location on State street in which it began business, there erecting a structure that is notable and unique among the architectural features of Boston.

It was decided to reproduce the colonial type of building which characterized State street at the beginning of the nineteenth century, when buildings were constructed of granite, with little carving or ornamentation. At the corner is the old swinging signboard depicting the seal of the company—the old State House. The interior of the banking rooms is patterned after the old counting-rooms of the Boston merchants during the first part of the eighteenth century, and its grill work is made from designs copied from early colonial shapes and motives. Even the mullions of the windows are exact reproductions of early ones. In the vestibule is a flagstone from the floor of the Guildhall of Boston, England, in which Elder Brewster and others of the Pilgrim fathers were imprisoned and tried before coming to New England. The bank also contains an old tile from Chateau Chavaniac, where Lafayette was born. There are a number of reproductions of old lanterns of various shapes on the banking floor, one of these being a reproduction of the lantern that hung on the Boston Tavern at the time of Paul Revere. The brass candlesticks on the officers' desks are real antiques and the forty or more pewter inkwells in use throughout the main floor are originals from old English counting-houses. The doorway opening into the Exchange building, for the use of the tenants of the building, is an original from an old house in Hatfield, near Deerfield, built probably between 1735 and 1750 and there discovered by Wallace Nutting. The clock in the public space is from Ipswich, England, and was made by the well know clockmaker of that town, Moore, who built the one sent over from the English Ipswich to the First Church in Ipswich, Massachusetts. The president's room of the bank is a copy of a very old State street business office of the latter part of the seventeenth century, including a large brick and granite fireplace copied from an early Connecticut home of the seventeenth century. The fireback, known as a Governor Dudley, is one of three of the kind in existence and was taken from an old house in Marshfield and shows a sarcastic effigy of the Governor surrounded by guns to protect him from the angry populace. The woodwork of the president's room came from an early farmhouse in southern New Hampshire and the old ceiling beams for years saw service in Massachusetts Hall, the oldest of the Harvard buildings, dating back to 1720. The president's chair came from the taproom of the Wayside Inn and other chairs are of equal antiquity. Among the attractive features of the bank are many old-time prints of different towns and places

in Massachusetts and a large number of old ship models of the clipper ships which made Boston a center of maritime trade. Thus in the building of the State Street Trust Company are preserved the traditions and history of colonial times—a matter of interest to every visitor to Boston.

ALLAN FORBES

Allan Forbes is identified with many of the business interests which have led to the substantial development and continued progress of Massachusetts. His name is on the directorate list of various banks, public utility, railroad and manufacturing companies. He is perhaps most widely known as the president of the State Street Trust Company of Boston, with which corporation he has been continuously associated for a period of over thirty years. It was in February, 1899, that he became the assistant treasurer of the company, at which time the total office force, including officers, did not exceed seven or eight people, while the total deposits of the bank had not yet reached the sum of two million dollars, represented by seven hundred and twenty-five accounts. With characteristic thoroughness Mr. Forbes bent his efforts to a mastery of the business entrusted to him and gained a thorough knowledge of the working methods and processes of this bank. His labors have continuously contributed to its growth and development. He served for a time as its treasurer and later as vice president and in 1911 was advanced to the presidency and so continues. The history of this institution and its unique and interesting bank building is given elsewhere in this work. As the years have passed many business enterprises and corporations have sought the assistance and cooperation of Allan Forbes and his judgment has been shown in the strong development of a number of notably sound companies. He is now a director of the New England Mutual Life Insurance Company, the Franklin Savings Bank, the Dedham National Bank, the Boston Consolidated Gas Company, the Boston Wharf Company, the Boston & Albany Railroad, the Hotel Somerset Company, the Waltham Watch Company and the Warren Brothers Company. He is likewise a director of the Massachusetts Bankers Association.

Following is an excerpt from an interesting article prepared by a newspaper writer who visited Mr. Forbes' office in the State Street Trust Company building: "He is widely known as a collector of early American items—prints, whaling apparatus and ship models. Look around the bank and this is obvious. Look more closely and you will learn another of his hobbies. Mr. Forbes actually rigs ship models himself. An example of his craft, a five-foot reproduction of the privateer Josephine, proudly spreads her sails in a glass case at the left of the main entrance. Many of his interests have whimsical ramifications. His collecting extends to picture postcards and he is a charter member of a society to encourage this gentle pastime. In his younger days he was a polo player of some

note. He has been coach of the Harvard polo team, but few of his friends realize that he drew up the official rules for bicycle polo. He is known as a yachtsman, but less known as a builder and racer of model yachts. He is known for his interest in early American history and its roots abroad, but less known as the writer of two books on these subjects: 'Towns of Old England and New England' and 'France and New England.' * * * As a banker he is particularly interested in the trust department. With Charles Francis Adams' removal to Washington, Mr. Forbes now holds more trustee and directorships than any man in Boston, except Bowen Tufts. They number forty-five, including hotels, transportation, insurance and utility companies, and many charitable and social organizations."

Mr. Forbes, from the time of the invasion of Belgium, was deeply interested in those world problems which arose from the great war and both he and his wife served on various local, English, French, Belgian and Russian war committees. He has ever been keenly alive to his civic duties and gives thoughtful consideration and generous aid to those plans and projects which he deems essential to the upbuilding and development of Boston.

LOUIS M. FULLER

Louis M. Fuller, president of the American Abrasive Company of Westfield, was born in Southwick, Massachusetts, April 30, 1881, a son of Melvin and Myra T. Fuller, who removed to Westfield in 1882, so that Louis M. Fuller obtained his education in the public schools here, completing the high school course. When his textbooks were put aside he began working in the First National Bank of Westfield in a clerical capacity and afterward became an employe of the Cortland Grinding Wheel Company of Cortland, New York, filling the office of bookkeeper for a time, after which he represented the company on the road for two or three years. Through the succeeding eight years he traveled for the Vitrified Wheel Company, after which he engaged in the brokerage business for the trade. During the World war period the need for abrasives was great and in March, 1917, ground was broken for the plant of the American Abrasive Company, its first product being made in December, 1917. The business was organized and incorporated in 1918 and, owing to the steady and rapid growth of the trade, additions have been made to the plant each year through the intervening period, including one in 1929. The trade of the house is extensive and the business constitutes an important element in the industrial activity and consequent prosperity of Westfield. Associated with Mr. Fuller in the undertaking are Harry E. Willcutt, who is treasurer, and Harry B. Putnam, secretary. The plant is located on Union street, near the railroad tracks, and operations were begun in 1918 with eight employes, while at the present writing there are twenty-two workmen at the plant. The product includes abrasive grains and powders

for the wheelmaker's and for the polishing trade. They use corundum or aluminum oxide, both natural and artificial, and their trade-make is A A Quality. They have silos of cement, with cement bottoms, holding over one thousand tons. All ores are imported, the natural corundum coming from Africa, while the artificial is obtained in the Pyrenees mountains and the silicon carbide is obtained from Norway. They import large quantities of ore, which they refine and classify.

In addition to his other interests Mr. Fuller is a director of the First National Bank and is vice president of the Westfield Saving Bank. Because of his sound judgment his cooperation is sought in the financial field, while his enterprise in his particular line of activity is demonstrated in the success which has continuously followed the business since its inception.

THE NEW ENGLAND MICA COMPANY

The New England Mica Company was incorporated in 1917, and occupied at that time 7,500 square feet and employed about twenty-five hands. In 1920 the floor area was increased to 18,000 square feet and seventy-five employees were carried on the roll, and in 1926, in order to meet the demands of a rapidly growing business, the floor area was increased to 28,000 square feet. At that time there were about 100 employees, and at the present this total has been increased to 150. The entire floor area is devoted exclusively to the manufacture of built-up mica products, the company producing the very highest grade of material in its line. It retains chemical research and electrical engineering staffs which supervise all manufacture, and it is supplying all of the largest and most exacting users of mica products.

Still there are critics who assert that Massachusetts has built up no new enterprises in a generation, yet here is a concern that in a little over a decade has increased its manufacturing facilities almost 400 per cent.

The factory and main office are located at 66 Woerd Avenue. T. B. Plimpton is president, Edward Cooper, vice president, and C. G. Plimpton, treasurer and general manager.

CHARLES G. PLIMPTON

One of the best equipped plants for the manufacture of mica products to be found in the east is that of the New England Mica Company of Waltham, of which Charles G. Plimpton is the general manager and treasurer. He was born in Brookline, Massachusetts, April 3, 1881, a son of Theodore A. and Caroline L. (Bacall) Plimpton, the former a native of Boston. After pursuing his preliminary education in private schools



CHARLES G. PLIMPTON



NEW ENGLAND MICA COMPANY

Charles G. Plimpton attended the Newton high school and he entered business circles as an employe of Harding-Whitman, cotton goods manufacturers, with whom he continued for five years. He was afterward with the New England Box Company, occupying a position as salesman in the Boston office, while later he was advanced to the position of assistant manager, so continuing for two years. In 1910 he was sent to New York and for eight years remained as manager for the company in the metropolis. He next opened a sales office for the New England Mica Company in New York, remaining as sales manager there until 1919, when he came to Waltham to take charge of the factory and sales. The steps in his orderly progression are easily discernible. He has constantly advanced and in 1920 he was made general manager and treasurer, in which capacity he has since served, covering a period of almost a decade. This company has a splendidly equipped plant supplied with the latest improved machinery for the manufacture of mica products and its processes express the last word in production of this character.

On the 2d of June, 1918, in New York, Mr. Plimpton married Miss Louise T. Townsend of Philadelphia, and they have one son, Charles G., Jr., now eleven years of age.

There is a military chapter in the life record of Mr. Plimpton inasmuch as he was a member of the Ninth Coast Artillery of New York during the World war. He belongs to the Chamber of Commerce in Boston and in Waltham and also to the Associated Industries of Massachusetts. Along recreational lines he has connection with the Boston Athletic Association, the Weston Country Club, the Longwood Covered Courts and the Longwood Cricket Club and he embodies in his life those standards of manhood which demand that the individual be physically fit, mentally vigorous and morally sensitive.

GUYOT BROTHERS COMPANY, INC.

In 1907 N. A. Guyot of Attleboro established a business in steel engraving and hub and die cutting, carrying on the enterprise under his own name for a time until he was joined by his sons under the firm style of N. A. Guyot & Sons, at which time the scope of the business was extended to include tool making. In 1914, following the death of N. A. Guyot, the founder and promoter, the firm name was changed to Guyot Brothers and in 1926 the business was incorporated under the present style, at which time two others were added to the firm. The present officers are: A. F. Guyot, president; G. A. Guyot, treasurer; William Boots, vice president; and Carl Keil, clerk. The company manufactures jewelry findings and box settings and the product is sold to manufacturers only, employment being given to about fifty people.

Both A. F. and G. A. Guyot were born in Switzerland and came to America when two and three years of age, respectively. Their birth

occurred near the French border and they spoke only the French language. The parents settled with their family in Brooklyn, New York, but in 1898 the brothers came to Attleboro and have resided here continuously since. Their education was acquired in the schools of Brooklyn. They started out in business practically empty-handed and through the intervening period have developed a trade of very gratifying proportions. Their father was said to have cut one of the first watch-case hubs that was made and he was known to be one of the finest steel engravers in the east. He took great pride in pleasing his customers rather than in making a profit and his workmanship was of the highest character. Thus the sons had an excellent example which they have wisely followed. On the 1st of October, 1929, the firm took over the entire second floor of the Tappot building, have increased their line and enlarged their output manufacturing jeweler findings of all kinds and of the finest type.

Arthur F. Guyot, son of Newman A. and Pauline Guyot, was born in Switzerland, April 30, 1879, while his brother, Gaston A. Guyot, was born March 6, 1881, but both were quite young when the family home was established in the new world. The former married May Carr, of Providence, Rhode Island, and they became parents of two daughters, May and Gladys, but the latter lost her life in the explosion of a boiler on an excursion boat.

Gaston A. Guyot married Florence Stetson, of Brooklyn, New York, and they have five children: Florence, Doris, Roy, Eugene and Marshall.

Arthur F. Guyot is a member of the Independent Order of Odd Fellows, while Gaston A. Guyot belongs to the Masonic fraternity and to the Grotto. Their progress in the business world is the direct outcome of persistent effort, skilled workmanship and reliable methods and they make all other interests subservient to the demands of their constantly growing business.

MORTON ELLERY SETCHELL

Mr. Setchell is a thorough Bostonian, having been born and raised there, and that city has been the center of his entire business career.

At the age of fifteen, immediately after receiving his grammar school diploma, he apprenticed himself, for three years, to an inventor of recording gauges and during that time made his first study of bookkeeping at Comers College. Finding no opportunity for the application of this knowledge with his employer, he obtained a position as bookkeeper with the J. H. Seavey Whalebone Company, which he served three years, when he entered the wool business as bookkeeper for one Frank Matthews. From there he went to the Boston office of a large western mortgage concern, assuming full charge of its accounting affairs for a period of three years. This company had for its auditor Henry A. Piper, one of Boston's pioneer public accountants, who induced Mr. Setchell to cast his lot with his



MORTON E. SETCHELL

(Mr. Piper's) associate partner, Horace D. Bradbury. This was in 1895 and three years later Mr. Bradbury passed away, whereupon Mr. Setchell assumed control of the entire clientage, quickly making a name for himself in accounting circles, where he remains firmly established today, his rise having been truly meteoric.

Mr. Setchell's success has been made through dogged perseverance, keen observation and practice rather than by aid of academic instruction. He is an honored thirty-second degree Mason (Aleppo Temple) and a staunch Unitarian. He is the father of a son and a daughter, by each of whom he has grandsons.

In 1911 he was made a member of the Massachusetts Society of Public Accountants, later passing the state examinations and qualifying as a registered Certified Public Accountant of Massachusetts, and is also a member of the American Society of Public Accountants.

Mr. Setchell has no club affiliations, his quiet tastes inclining toward his home life at Longwood avenue, Brookline, where he occupies an apartment with his wife, his children being happily situated in their own homes.

THE BISHOP COMPANY, INC.

The Bishop Company, Inc., of North Attleboro, was established in 1905 by Arthur S. and Frederick R. Bishop, and later Harold W., a son of Frederick R. Bishop, and Donald S., a son of Arthur S. Bishop, were taken into the firm. They began business on High street in what had been a small stable. This they converted into a little factory in which they manufactured eye-glass chains. The demand for their output, however, slackened as such chains came into disuse and they therefore began the manufacture of optical goods, including spectacle frames and accessories. In 1915, with their removal to their present quarters, they began the manufacture of optical goods and today they occupy an entire floor and ell, giving them about eight thousand square feet. Their products are sold all over the United States and are exported to almost every country of the world. They have an extensive trade in Manila, in South Africa, on both the east and west coasts of South America, in Honolulu and in other sections of the globe, and employment is now given to about seventy-five people. The officers are: Arthur S. Bishop, president and treasurer; Frederick R. Bishop, vice president and secretary; Harold Bishop, selling and purchasing agent; and Donald Bishop, assistant treasurer. The labors of the one ably supplement and round out the efforts of the other and the company is making substantial progress.

Arthur S. Bishop was born in Lawrence, Massachusetts, April 27, 1857, while Frederick R. Bishop was born in the same city in 1862. The former worked in Boston as a cabinetmaker and in 1880 purchased a furniture store in North Attleboro, conducting it for twenty-six years. He then sold out and turned his attention to the manufacturing interests

with which he is now associated. They have achieved a notable success, for they realized at the beginning the truth voiced by the old Greek philosopher: "Earn thy reward; the Gods give nought to sloth." Industry and perseverance, therefore, have constituted the basis of their advancement and their labors have brought forth rich fruits.

Arthur S. Bishop is married and has three children, and Frederick R. Bishop is married and also has three children.

CORTLAND GRINDING WHEELS CORPORATION

The Cortland Grinding Wheels Corporation ranks as the leading industry of Chester, where a large plant has been established and is in successful operation. The enterprise is the result of the consolidation of the Cortland Grinding Wheel Company of Cortland, New York, and of the Maxf Grinding Wheel Works of Chester. The story of the development of abrasives is an interesting one. The discovery of emery in Massachusetts is credited to Dr. Heman S. Lucas, who was born in Blandford, amid the beautiful Berkshire hills, September 10, 1817, and became a student of medicine and of dentistry in 1840. He practiced in Chester from 1844 until 1878 but while thus engaged devoted many hours to long tramps over the hills and on one such occasion discovered what he thought to be iron ore, but the outcroppings proved to be emery and the mine was worked as a source of abrasive supply for many years. In time a stranger visited the town, Nathan A. Harwood, and eventually became a partner of Dr. Lucas in the development of the emery mines. The Ames Company, manufacturers of fine swords and cutlery, furnished much of the capital and became the chief patron of the new enterprise. The original partners were mineralogists rather than business men and did not recognize the fact that the Ames Company was steadily acquiring more and more interest in the business until they took it over, but in its mining operations the Ames Company lost the vein which Dr. Lucas had originally discovered in the hills above Chester and therefore was not particularly anxious to hold on to the emery mines. It was then that Dr. Lucas repurchased the business and expanded the operations of the Harwood-Lucas Company at Chester. Some time afterward artificial abrasives were discovered and the old mills of the original company were closed down. In the early '80s the Grant Corundum Wheel Company began operating at Chester and its first wheels were made of emery, but within a few years manufactured abrasives crowded out emery because of their superior cutting qualities and uniformity. The Grant Company was sold to the Norton interests at Worcester, Massachusetts, in 1887, but one of its former employees, Clayton Fay, moved to Chester and organized the Massasoit Company, which, passing through various changes, eventually became the Maxf Grinding Wheel Works. The word Maxf was adopted as the trademark derived from its Latin root and standing for "maximum efficiency." It

became a well merited synonym for the high-grade grinding wheels turned out by the Maxf Grinding Wheel Works. It has constituted a most vital force in the upbuilding and development of Chester, transforming a little Massachusetts hamlet into a progressive village which became an important contributor to the commerce of the world.

The business was carried on under the name of the Maxf Grinding Wheel Works until the recent amalgamation with the Cortland Grinding Wheel Company of Cortland, New York, under the name of the Cortland Grinding Wheels Corporation.

With the increased growth of the grinding wheel industry, the production of natural abrasives was not sufficient to meet the demand, and so the electro-chemist undertook to duplicate the type of abrasive which mother earth had been supplying. By making use of the electric furnace many experiments were undertaken resulting in the production of manufactured abrasives equal in every way and superior for many purposes to the natural Chester product. Today, by definite control, during the process of manufacture, abrasives of different crystallization, hardness and tenacity are produced, to fill the exacting demands of the users of grinding wheels.

The first important abrasive to be made in the electric furnace was Silicon Carbide; a mixture of salt, sawdust, sand and coke, mixed in definite proportions and fused in an electric furnace at a very high temperature, producing artificially one of the hardest known substances. The only abrasive-like material harder than Silicon Carbide is the Diamond. Unlike manufactured Aluminous Abrasive there is only one type of crystallization of Silicon Carbide.

Not long after producing Silicon Carbide, experiments were conducted with Bauxite Clays in an attempt to secure an Aluminous Abrasive. After many and varied experiments, a hard crystalline material was produced, which on account of its uniformity is superior to the Corundum originally supplied from Chester.

The Cortland Aluminous Abrasive is produced by mixing a very high grade Bauxite with chemicals which have a fluxing action and subjecting the mixture to very intense heat in the electric furnace. By this process the purest form of aluminous abrasive is obtained and by regulating the cooling action of this fused mass an abrasive is produced of varying crystallizations.

"Carbora" is the trade name of Cortland's Silicon Carbide Abrasive. Carbora Wheels are best suited for the grinding of metals of low tensile strength, such as cast and chilled iron, nonferrous metals, such as copper, aluminum, zinc, tin, and their alloys. It is also used very extensively in the grinding of non-metallic substances, such as rubber, wood, celluloid, porcelain, marble and stone.

"Oxaluma" is the trade name of Aluminous Abrasive. Oxaluma Wheels are used almost exclusively in the steel industries, and are made to grind metals of high tensile strength and are unexcelled for tool grinding,

internal grinding, cylindrical grinding, all types of precision grinding, and for snagging and other heavy duty grinding.

The Cortland organization is made up with Charles G. Gardner as president, A. D. Robinson as vice president and general manager and Clarence B. Tilton as works manager. Mr. Robinson has devoted the greater part of his life to the manufacturing industries, and is an organizer of ability, so that under his direction the business is making continuous progress. Today the company has a mammoth plant at Chester, with one hundred thousand square feet devoted to making grinding wheels. The buildings are well lighted and ventilated, equipped with the latest improved machinery, and the product is now sold in all sections of the country and abroad. The manufacturing is under the direct management of Clarence B. Tilton, a man of broad experience in the manufacture of grinding wheels, familiar with the chemical composition of abrasives and scientific making of grinding wheels, so that his excellent judgment and precision insure the manufacture and output of only strictly superior wheels which the exacting requirements of the trade demand.

ARCHIE D. ROBINSON

Archie D. Robinson, vice president of the Cortland Grinding Wheels Corporation, the chief industrial enterprise of Chester, Massachusetts, was born in Worthington, Massachusetts, September 9, 1868, and in his boyhood accompanied his parents, Calvin C. and Sarah (Stebbins) Robinson, on their removal to Hinsdale, Massachusetts, where he acquired his preliminary education in the local schools. At the age of sixteen he commenced work as a clerk in a retail store in Pittsfield. At eighteen he became bookkeeper at the Crane Brothers paper mills at Westfield, being thus employed for eight years. He was afterwards with the J. L. & T. D. Peck Manufacturing Company of Pittsfield, Massachusetts, as office manager for two years and then became interested with the late Ralph D. Gillett of Westfield, Massachusetts, in promoting and building the Berkshire Street Railway and its associated lines in western Massachusetts. Of the company which had this project in charge he was secretary and general manager until 1904. For two years following he was engaged as general manager of the Western Massachusetts Street Railway Company and built the road between Westfield and Huntington. During this period the Western Massachusetts Company was consolidated with the Woronoco Street Railway and both lines came under Mr. Robinson's management until sold to the Springfield Street Railway Company. From 1906 to 1908 Mr. Robinson was general manager of the Buffalo, Rochester & Eastern Railroad Company in New York state. In 1908 Mr. Robinson organized the Western Massachusetts Construction Company for the building of railway extensions and was its vice president and general manager until 1915, during which time the company built a large mileage



ARCHIE D. ROBINSON

of high speed street railway, employing at times two thousand men. From the outset of his business career he has made steady progress, each forward step bringing him a broader outlook and wider opportunities, while his outstanding abilities as an organizer have been an essential force in industrial and transportation development in the state.

In 1916 Mr. Robinson became interested in the abrasive wheel industry and under the trade name "Maxf" grinding wheels were manufactured and placed upon the market. In 1921 the plant at Chester was consolidated with the Cortland Grinding Wheel Corporation of Cortland, New York, and the combined business centered at Chester. At that time Mr. Robinson retired from the active engagement of the business but retained the office of vice president and director. During the succeeding five-year period he developed the Robinson Manufacturing Company of Westfield for the manufacture of office specialties, including the "Robinson Reminder," which is nationally known and advertised. At the end of the five-year period he was called back to the Cortland Grinding Wheels Corporation to become general manager as well as vice president and turned the active management of the Robinson Company over to his son, Howard, although retaining the offices of president and director. Mr. Robinson is chief executive official of the Cortland Company, bending his efforts to administrative direction, and as the guiding head of the business is creating an organization which is making it one of the important industries of the state, doubling its output in two years. Outside of business hours Mr. Robinson has been active in civic movements in Westfield and Hampden county and during the war directed several drives having to do with the raising of war funds.

He is the originator and now the president of the recently organized Westfield River Parkway Association, concerning which we quote a few comments which appeared in the Springfield Sunday Union and Republican of May 19, 1929: "A new civic force was born the 9th when a group of men and women from the various towns and cities in the Westfield river territory met at Huntington and perfected an organization to be known as the Westfield River Parkway Association. * * * Thinking men and women in this section have noted for years the growing popularity of the out-of-doors and the great influx of people into what was considered a few years ago out-of-the-way places. These men and women were aware of the fact that nature had bountifully provided every natural advantage. Beauty, water, scenery, hills, valleys, all were here for the use of anyone who was inclined to avail himself of the opportunities offered. It was recognized by these farsighted men and women that there was only needed the impetus to popularize what nature had provided. Consequently after a few years of study and meetings this association has regularly been brought into existence. * * * The association wisely chose as its first president Archie D. Robinson of Westfield, a man who has given much thought for the past three years to the project. Under his guidance the association is bound to become successful and it will continue to gather force and prestige as the years go on."

On the 16th of June, 1896, in Westfield, Massachusetts, Mr. Robinson was married to Miss Mabel L. Shepard and they have one child, Howard Shepard, who was married to Helen L. Read of Portland, Maine, by whom he has two children, William Read and Shepard Douglas.

CHARLES STIMSON ROGERS

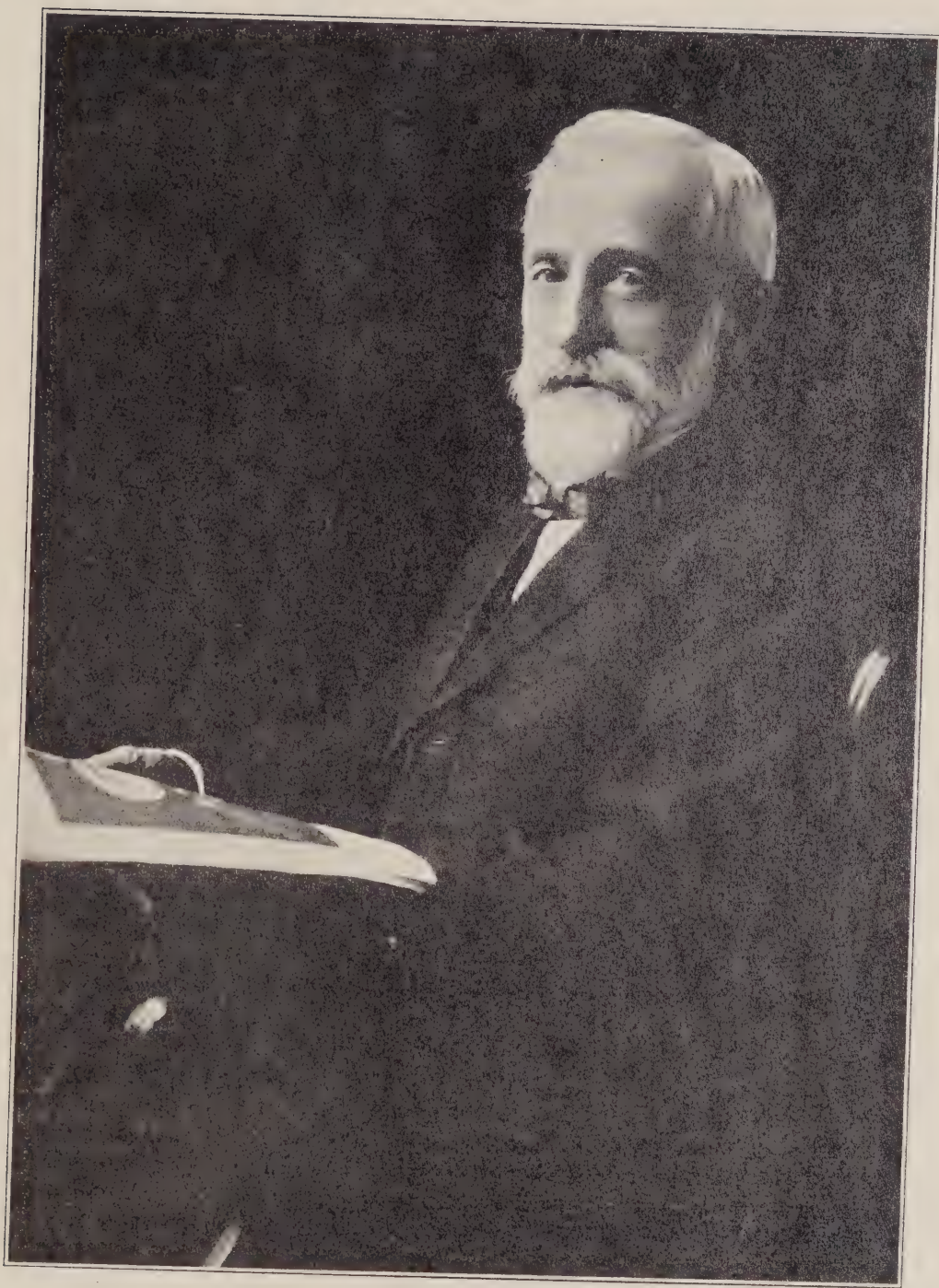
Charles Stimson Rogers, who was closely associated with the granite business as the treasurer and a director of the Rockport Granite Company of Rockport, Massachusetts, was born in Danby, Vermont, February 19, 1840, a son of George D. and Anna S. Rogers. While spending his youthful days under the parental roof he attended the public schools of Danby and in 1865 became identified with the line of business to which he afterward devoted his life, for at the age of twenty-five years he became associated with the Rockport Granite Company and thereafter contributed to the growth, development and success of the business. In 1882 he became treasurer and a director of the company, with which he was continuously associated for almost half a century, retiring on the 9th of March, 1914. His remaining days were spent in the enjoyment of a well earned rest.

On the 13th of December, 1866, in his native town, Mr. Rogers was married to Miss Martha Ann Nichols, who was born in Danby, Vermont, May 30, 1838. Their family numbered four sons, namely: George D.; C. Harry, who married Bessie Olive Story; Louis A., who married Ruth E. Beede; and Arthur S., who married Laura C. Congdon.

Mr. Rogers passed away February 23, 1926, having reached the venerable age of eighty-six years. He was a member of the Independent Order of Odd Fellows and a Universalist in his religious faith, and his entire life had measured up to high standards in both his business and social connections.

CHARLES HARRY ROGERS

Charles Harry Rogers, treasurer of the Rockport Granite Company of Boston, has devoted his attention to this line of business for almost thirty-eight years. He was born in Rockport, Massachusetts, June 26, 1869, a son of Charles Stimson and Martha Ann Rogers. After attending the public schools of Rockport and of Salem, Massachusetts, he continued his studies in preparatory schools, attending the Goddard Seminary of Barre, Vermont, and Dean Academy at Franklin, Massachusetts. He next entered Harvard College as a member of the class of 1894 but was obliged to leave in four months on account of serious illness. When he had recovered he became connected with the granite business as a representative of the Rockport Granite Company and has continued active along this line since September, 1892. Almost thirty-eight years of experience in this field



CHARLES S. ROGERS

has made him thoroughly familiar with every phase of the business and he won promotion from time to time until he became an official of the company, being now treasurer and one of the directors. He is likewise a director of the Rockport National bank. Widely known among those of similar interests, he has been elected to the presidency of the Granite Paving Block Manufacturers Association of the United States, Inc., was treasurer six years and is now a director of the National Building Granite Quarries Association and was formerly chairman for eight years of the National Committee of Granite Industries, which is now reorganized as The National Granite Commission. There is no phase of the business, from the time the raw material is taken from the hills until the finished product is upon the market, with which he is not thoroughly familiar and he is an expert judge of granite values. The company has its offices at 31 State street in Boston, while its trade connections cover a wide territory.

On the 28th of September, 1897, in Rockport, Massachusetts, Mr. Rogers was married to Miss Bessie Olive Story, who was born at Pigeon Cove, Massachusetts, July 26, 1874, and who is now the mother of two children, Katharine and Elizabeth.

Mr. and Mrs. Rogers hold membership in the Universalist church and he is also connected with the Masonic order. He served as master of Ashler Lodge, A. F. & A. M., at Rockport in 1905 and 1906 and he has membership in William Ferson Chapter, R. A. M., and Bethlehem Commandery, K. T. He belongs to the Rockport Social Club, the Cape Ann Camera Club of Gloucester, Massachusetts, the Rockport Country Club, the Boston Society of Civil Engineers, the Boston City Club and the Boston Chamber of Commerce. The last named indicates his interest in community affairs and his support of those projects which because of their value receive the endorsement of the chamber or are promoted by that organization, which is ever alert to civic improvement.

LOUIS ALBERT ROGERS

The period of Louis Albert Rogers' connection with the granite business is fast approaching the completion of a fourth decade. He is the assistant treasurer of the Rockport Granite Company and his entire business life has been devoted to this line. He was born in Rockport, June 6, 1871, a son of Charles Stimson and Martha Ann Rogers, and when he had completed the work of the primary grades in the schools of his native city he continued his studies in the grammar and high schools of Salem, Massachusetts, while afterward he became a special student in Tufts College, where he was graduated in 1892. When his textbooks were put aside he entered the granite business and through the intervening years has been with the Rockport Granite Company, of which he is now assistant treasurer. He is also president of the New England Annealing & Tool

Company and he has been vice president and a director of the Gloucester Chamber of Commerce.

On the 5th of October, 1897, at Marblehead, Massachusetts, Mr. Rogers was united in marriage to Ruth E. Beede, who was born at Chelsea, this state, March 22, 1871. They are the parents of three sons, namely: Arthur Folger Rogers, who married Helen F. Hibbard; Robert Woodman Rogers, who married Thelma S. Thompson; and Charles Winthrop Rogers. Mrs. Ruth Rogers is a member of the Woman's Club of Rockport, the Daughters of the American Revolution in Rockport and the Red Cross.

Mr. Rogers belongs to Ashler Lodge, A. F. & A. M., of which he was master in 1909-10, while in 1911-12 he served as district deputy grand master of the ninth district of Massachusetts. For fourteen years he was a member of the school board of Rockport and acted as chairman of the board for ten years. He was chairman of the Red Cross, Salvation Army and United war drives while the country was connected with its European allies in pushing back the German advance in the World war. He is treasurer of the Rockport Country Club and a director of the Rotary Club of Gloucester, and the fact that he is again and again called to office in the various organizations with which he is identified proves conclusively his capability for leadership and his efficiency in the performance of all duties and responsibilities that devolve upon him.

EDWIN HOBBS

Edwin Hobbs, connected with the manufacturing interests of Massachusetts as president of the Clinton E. Hobbs Company, engaged in the manufacture of chains and chain hoists with offices at 33 Pearl street, Boston, was born in Everett, June 5, 1896, a son of Clinton Edwin and Elizabeth Russell (Doane) Hobbs. After completing a course in the Everett high school he attended Tufts College, the Massachusetts Institute of Technology and the University of Rennes in France. His training was thus liberal and comprehensive, constituting an excellent basis upon which to build later success.

Throughout his entire active career he has been associated with the chain and chain hoist manufacturing business which was established by his father, Clinton Edwin Hobbs, whose death occurred in April, 1926. Edwin Hobbs started out in a humble capacity, working his way through the various departments and thus gaining valuable knowledge of all phases of the business. Through merit he gained successive promotions, eventually took over some of the executive control of the business and upon his father's death succeeded him in the management. He is thus the directing head of the company, maintaining the policy and high standards established by his father while enlarging and expanding its trade connections.

In June, 1920, Mr. Hobbs was married to Miss Nancy De Normandie



EDWIN HOBBS

and they have two sons, Richard and Robert. The parents attend the Universalist church and Mr. Hobbs is a York Rite Mason, having taken the chapter degrees, while of his blue lodge he is a past master. He also has a creditable military record, for in 1917, following the entrance of America into the World war, he became a private of the Twenty-Sixth Division and later sergeant first class. He was in France from October, 1917, until July, 1919, took part in many of the important battles and offensives in which the United States forces participated and was cited by the government. He is yet a comparatively young man, now well established in manufacturing circles, and his previous record promises well for a successful future.

THE BOSTON ARENA

The New Boston Arena, located on St. Botolph street at Massachusetts avenue, in Boston, was opened in 1921 as a sport palace for indoor athletic meets, professional and amateur hockey games, boxing and wrestling matches and tennis matches, as well as for band concerts, musicales, dances, dinners, conventions and meetings of general public interest. It is efficiently and successfully conducted by George V. Brown, general manager, who is a member of the Boston Athletic Association, the Hopkinton Athletic Association, the Elks, the Brampton Club, the Lions Club and the Unicorn Country Club. A. Winsor Weld is president of The Arena, of which Henry G. Lapham is vice president, Arthur C. Wise, treasurer, and Albert Geiger, secretary. Their associates on the board of directors are E. E. Babb, E. L. Bigelow, George V. Brown, J. F. Conway and George W. Wightman.

JEFFERSON UNION COMPANY

The original Jefferson Union Company started business in 1905 in a small factory at Lexington, Massachusetts, for the purpose of manufacturing brass seated malleable iron pipe unions under a patent granted in 1902 to Herbert L. Crombie. Previous to the 1890's nearly all pipe unions were made by interposing a gasket or washer made of rubber, leather or similar materials between two pipe ends. To overcome the losses caused by the breaking down of the washer by age, or otherwise, the so-called "Patented Unions" of the Jefferson type were introduced. In the new Patented Unions, a specially designed and fitted brass ring, is inserted in one pipe end instead of the old style leather or rubber washer. The two pipe ends are accurately machined so when the nut is set up the iron to brass joint is made tight. This joint will not rust, leak or wear out.

The single word Jefferson was selected as a trade-mark and the policy of making the best and strongest malleable iron pipe unions on the market was adopted. Today its quality is universally acknowledged to be the highest known to the trade. As a standard staple article where high efficiency in the operation of pipe lines carrying steam, oil, gas, water, air, chemicals, etc., at either high or low pressures, is required, there is constant demand for Jefferson unions. The business has been confined to the manufacture of union fittings and is today the largest manufacturer of union fittings exclusively in the world.

Over six hundred and fifty of the most representative jobbers and dealers throughout the United States and Canada handle Jefferson unions. A large foreign business has also been established. The company now has in operation two fully equipped plants, one at Lexington, Massachusetts, and one at Lockport, New York.

The management of the company consists of the following: Charles H. Stebbins, president, who has been the directing head of the business for twenty-five years; Robert E. Bryant, vice president in charge of manufacturing, associated over twenty-two years; Daniel T. Groff, vice president in charge of sales, twenty years of association; Arthur W. Freeman, treasurer, associated sixteen years.

DAVID N. TAFT

David N. Taft is actively connected with a business that for more than a third of a century has been maintained in Oxford—that of the David N. Taft Manufacturing Company, devoted to the production of woolen goods. Oxford claims Mr. Taft as a native son, his birth having here occurred May 21, 1876. He is a son of Nathaniel E. and Chloe (Fitts) Taft, of whom the former passed away in 1896. After attending the public schools of his native city David N. Taft continued his education in the Worcester Academy and in Becker's Business College. He devoted one year to work in a woolen mill in order to learn the business and gained much from this practical experience. In 1895 he built the first section of the present plant of the David N. Taft Manufacturing Company, which was incorporated in 1928, with Mr. Taft as president and treasurer. He started the enterprise with twenty operatives and today one hundred are employed in his plant in the manufacture of woolen goods, which are sold in New York through agents.

In January, 1902, in Worcester, Mr. Taft was united in marriage to Miss Maud Russell and they became parents of a son, David Russell Taft, who has attended the Oxford high school and Munson College and is now a second-year student in the Lowell Textile School. The second wife of Mr. Taft was Miss Katherine Copp, of Oxford, Massachusetts, whom he wedded January 1, 1926. By this union there is a son, Nathaniel C. Taft.

Mr. Taft has always greatly enjoyed fishing and various phases of outdoor life. He has membership in the Worcester Country Club, the North Falmouth Country Club and the Webster Dudley Country Club. He is also a York Rite Mason, having attained the Knight Templar degree in Worcester County Commandery, and is a member of Aleppo Temple of the Mystic Shrine. In community affairs he has ever been actively and helpfully interested. He served for five years as a selectman, and is now chairman of the finance committee. During the World war period he took active part in all drives and was chairman of the civilian relief committee. He and others built and owned the Oxford Water Works, until sold in 1929. His cooperation is always regarded as a valuable asset in the promotion of civic projects and his worth as a citizen as well as a manufacturer is widely acknowledged.

EUGENE A. SISSON

Eugene A. Sisson is widely known as a representative and successful manufacturer of Worcester, where he has always lived and where since 1925 he has materially promoted the growth of the business of the Economic Machinery Company in the official capacity of treasurer. This concern has developed an important enterprise in the manufacture of labeling machines and maintains sales branches in New York, Chicago, San Francisco and Canada.

Mr. Sisson was born in Worcester, July 2, 1885, his parents being Jacob D. Sisson of Providence, Rhode Island, and Flora A. (Darling) Sisson, of North Grafton, Massachusetts. He acquired his education in the grammar and high schools of his native city and received his initial business training during three years' service in the cost department of the Crompton & Knowles Loom Works. Subsequently he was connected for two years with the cost department of the Crompton & Thayer Loom Company, after which he spent a similar period in the cost department of Rice, Barton & Fales, manufacturers of pulp and paper mill machinery. In 1910 he took charge of the office of the Mills Woven Cartridge Belt Manufacturing Company and later became assistant treasurer and superintendent of the concern. In the latter capacity he worked eighteen hours daily during the World war period, directing the labors of over two thousand employes in the manufacture of cartridge belts. In the year 1925 Mr. Sisson assumed official connection with the Economic Machinery Company of Worcester, which he has represented as treasurer and general manager to the present time. Under his capable control the business of the company has grown steadily. The company has sales agents in England, Europe, South America and Australasia, and is represented by a staff of traveling salesmen throughout the country. Under the management of Mr. Sisson, there has been greater variety of output and increased production, and manufacturing costs have been lowered by the installation of new machinery.

On the 19th of October, 1921, in Worcester, Mr. Sisson was united in marriage to Miss Grace E. Watson, of this city. They are the parents of two children: Donald M., a little lad of five years; and Dorothy Jean, who is in her second year. Mr. Sisson is a past noble grand of the Independent Order of Odd Fellows and a trustee of the Odd Fellows Charitable Association. His religious faith is indicated by his membership in the Pleasant Street Baptist church and he is popular among his fellow members of the Rotary Club and the Economic Club. He has made the most of his opportunities, has conducted his affairs in accordance with the highest business principles, and as a private citizen he has proved loyal and true to the best interests of his community.

EVANS CASE COMPANY

The Evans Case Company had its inception as a department of another business about 1919. There were few employes and in fact most of the work was done by the owners of the business, who required only about thirty square feet of floor space at the beginning. But all this soon changed, for the enterprise prospered and grew rapidly, so that after three years, or in 1922, it had become a separate corporation, and during that year its employes numbered seventy-five, while approximately thirty-five hundred square feet of floor space was being utilized, and its annual sales reached about two hundred and thirty-five thousand dollars.

Year by year this growth and expansion has continued until, with the increase in the business, there are now about four hundred employes, while the floor space has been increased to sixty thousand square feet, the company occupying a three-story building which it owns, and the sales volume has reached approximately a million and a half dollars. Year by year the company has required increased space and equipment in order to take advantage of every possible factor and resource to meet the constantly increasing popular demand for Evans Style-Right products—a demand that invariably necessitates the operation of their large plant on an average of thirteen hours a day for all male labor starting in August and continuing through December each year. The business at its seasonal peak requires a maximum of about seven hundred employes, earning approximately twenty thousand dollars per week, this being regarded as one of the largest, if not the largest individual payroll in the vicinity.

The Evans Case Company, as stylists in personal accessories, follows style trends very closely and devotes a great deal of careful thought to the creation of authentically styled designs by its own designers and the production of its Style-Right products, which include the Evans Style-Right compacts and vanities, showing the largest and most up-to-date lines of these products in the country, together with the Evans Automatic Roller Bearing lighter which, by reason of its new principle in lighter



EVANS CASE COMPANY

construction, is entirely unique in this field and has established itself as one of the outstanding lighters on the market in pocket, desk and table styles.

This emphasis of the style correctness naturally results in the necessity for rapid turn-over, based on volume production at popular prices, with the thought always in mind that the product is not so much in competition with other jewelry lines in the market but rather that it is in competition with other commodities, all striving to get the largest possible share of the available trade dollar, whether it be in the pocket of the eastern mechanic or the western farmer, and that after all it is the consumer's desires and tastes that render the final verdict on the style of any item and in these days of almost instantaneous communication, what is the style in New York city today is also the style today or this week in smaller towns throughout the country and not six months or a year from now as was formerly the case.

These conditions make it necessary to maintain constant and close contact not only with the domestic but also the foreign markets and not only a constant shifting of designs and manner of treatment but the addition and elimination of whole lines of products and an operation along lines similar to the Ford principle of finding out what will sell, making the price low enough to insure the result of volume sales and then finding the methods and means of cutting corners in production costs until the price goal is reached and profits assured.

But this process of operation requires knowledge from the ground up and overalls are far more likely to be a necessary adjunct than a college diploma or high powered salesmanship, and in this respect the Evans Case Company has been particularly fortunate under the leadership and guidance of its president, Alfred F. Reilly, whose unusual personality and breadth of experience, based on intimate personal contact with all branches of the business, has been the outstanding factor in the constant growth of the company's operations.

Trade gossip tells of a tremendously large cosmetic box order in Boston landed by Mr. Reilly before the firm owned its first machinery and shortly after, of his decision, while away on the road selling goods, that the company should add another line of products, and as a result of this decision he sold one thousand salt and pepper shakers, to be met on his return to the factory, that the cost of producing exceeded the figure at which he had sold the merchandise, and of his then donning overalls and within a short period of time, employing the use of brass solder at about seventy cents a pound instead of silver solder, which was that much an ounce, finding a way to cut the sand bobbing from twenty cents to three cents, conquering an apparently impossible job in plating. The output was not only shortly sufficient to take care of the requirements as established by orders but was being made at a profit on the basis of the original selling price, and so today, although the growth of the organization does not permit of, nor make entirely necessary, such intimate contact, Mr. Reilly continues to sell a very large percentage of the total output

through his personal efforts and in between trips he is most apt to be found in the factory, busying himself with the effort to find the solution to some production problem or experimenting with new methods that, in a great many instances, eventually result in decreased production costs, leaving to Francis E. Nolan, who joined the organization in 1926 as general manager, with a background of manufacturing, wholesale and retail experience, the direction and the operation of the business through a staff of departmental heads, all of whom are specialists in their own particular line, and after ten years the Evans Case Company, continuing its policy of not waiting for prosperity but of always making it, continues to radiate trade optimism.

Today, it produces the following products: Compacts, vanities, cigarette cases, pocket flasks, pocket lighters, combination cigarette case and pocket lighter sets, silver plated holloware, candlesticks, salt and pepper shakers, plated toiletware, sterling silver toiletware, table and desk lighters, smoking sets, costume jewelry, mesh bags, watch bracelets, bag ornaments, bridge sets and numerous novelties that do not come under any particular classification and other lines of new products are constantly being developed to meet new conditions existing or foreseen sometimes for a year or more ahead.

EUGENE DENNISON JEFFERSON

Eugene Dennison Jefferson, president and treasurer of Jefferson Kier, Inc., of 189 High street, Boston, and thus active in control of an extensive business in the manufacture of Kier circulators, was born in Andover, Massachusetts, January 19, 1861, a son of Perry Madison and Caroline Amanda (Walker) Jefferson. In the acquirement of his education he attended the Bartlett school and the Lowell Business College of Lowell, Massachusetts, being graduated from the latter institution in 1878, at the age of seventeen years. When twenty years of age he became connected with the heavy trucking and building moving business and was thus engaged for eight years, when he secured employment as a steam-fitter and occupied the responsible position of superintendent for the Middlesex Machine Company at Lowell, Massachusetts, until 1898. At that time he went into the high pressure steam contracting business on his own account and a year later admitted John H. Carpenter of Fitchburg, Massachusetts, to a partnership. In 1906 Mr. Carpenter retired because of failing health. Since that time Mr. Jefferson has given his undivided attention to perfecting and manufacturing Kier circulators and the business has grown to one of extensive proportions. He began perfecting Kiers in 1900 and has closely studied the problems of expert bleaching. He has been actuated by high standards of service and the business has made steady progress through the perfection of the machinery handled. Operations were carried on under the firm style of Carpenter



EUGENE D. JEFFERSON

& Jefferson for seven years beginning in 1899 and under the firm name of Jefferson-Weeden for seven years beginning in 1921. In 1928 Mr. Jefferson became president and treasurer of Jefferson Kier, Inc., and has since been the directing head of this enterprise, which is accorded a prominent position among the industrial interests of Massachusetts.

On the 23d of August, 1882, in Andover, Massachusetts, Mr. Jefferson was married to Miss Harriott P. Cutler, of Boston, who passed away in December, 1922. In 1924 he married Mrs. J. Etta Bowen, of Lowell, Massachusetts, widow of the late Wilford G. Bowen. His children are: Pauline C., now the wife of E. Douglas Chapman; and Roswell C., who married Jeannett MacArthur. Mr. and Mrs. Jefferson reside at 222 Winslow road in Waban.

Mr. Jefferson has membership in the First Congregational church of Lowell, Massachusetts, and in matters of citizenship his influence is always given on the side of civic progress and improvement. He has never sought nor held office, however, preferring to concentrate his time and energies upon his business affairs, and steadily he has advanced since making his initial step in the business world until success and a most creditable position are now his.

THE FIBERLOID CORPORATION

On the official roster of The Fiberloid Corporation of Springfield appear the names of Edmund J. Levine as president, William E. Gilbert as first vice president, Alfred S. Guggenheimer as second vice president, Howard R. Bemis as vice president and treasurer, John C. Brooks as vice president and general manager and Arthur B. Reed as assistant treasurer and clerk of the corporation. Its board of directors is composed of a list of representative business men of the east, including: Howard R. Bemis, Springfield, Massachusetts, (chairman); Edmund J. Levine, New York; Alfred S. Guggenheimer, New York; Robert B. Stone, Boston; William E. Gilbert, Springfield; William W. Tapley, Springfield; Edwin A. Carter, Springfield; John C. Brooks, Springfield; and William C. Bemis, Springfield.

The business of The Fiberloid Corporation had its beginning in the early part of 1888, when a group of manufacturers, including Silas L. Kenyon, George W. Tapley, J. D. Parsons of Springfield, Massachusetts, and Julius Levine of New York city, who were associated under the name of the United Manufacturing Company, located at Springfield, Massachusetts, began manufacturing paper collars and cuffs and other articles. That industry was then facing a decadent market, and desirous of placing their knowledge of the collar and cuff industry where it would bring them the most profit, these gentlemen became interested in an established business at Newburyport, Massachusetts, conducted by Edwin F. Coffin, who needed additional capital for his undertaking. The principal items

of manufacture of that company, then known as the Solid Fibre Company, consisted of pyroxylin products, principally in sheet form for piano keys and finished collars and cuffs. After due deliberation and careful investigation the interested parties decided to form a new company, which was done in January, 1888, under the name of the Lithoid Manufacturing Company, capitalized for two hundred thousand dollars. After operating for two or three years the company sold its personal property but retained its real estate and then, three or four years later, those who had previously been interested in the Lithoid Manufacturing Company reorganized in 1894 under the name of The Fiberloid Company of Maine, taking over all the assets of their predecessor company, which had not relinquished its charter at that time. The Fiberloid Company, capitalized for twenty thousand dollars, remained at Newburyport, Massachusetts, until the early part of 1904 and during the interim greatly increased its business and added to its line of manufactured articles.

A removal to Indian Orchard, Massachusetts, was brought about in 1904 by the necessity of a larger center of population from which to draw the required number of employes and for the necessity of a larger area of land on which to extend the contemplated building operations, this contemplation afterwards being shown to have been fully justified by the increased demands for the products of the company that had rapidly established itself in the trade for its excellence of quality and promptness of service. The desired location was found in that part of Springfield, Massachusetts, known as Indian Orchard, the company acquiring a plot of land on the banks of the Chicopee river consisting of sixteen acres, on which it erected a plant for its necessary output at the time and to allow for expansion and later acquired several other pieces of land to meet the requirements of the business for new buildings to accommodate the growing demands.

The Fiberloid Company of Maine operated under its charter until the latter part of 1911, at which time a reorganization became effective and The Fiberloid Company of Massachusetts, with a capital of three million dollars paid in, succeeded the Maine company. The Massachusetts company retained its charter until 1916, when another reorganization took effect and The Fiberloid Corporation of Massachusetts, the present title, became the successor with an increased capital to four million dollars, the original plant installation having been expanded during the prior two years to about twice its original capacity.

The early organizers of the predecessor companies laid a substantial foundation upon which the present management has developed a large, prosperous business of national and international reputation. The production capacity since 1916 has been continually increased year by year, allowing for a production of new materials, not the least of which is its lacquers, under the name of "Fiberlac," and sheet material for the manufacture of laminated glass for automobile windshields and windows. Other products consist of sheet cellulose, meeting the demand for many requirements, among the better known of which are those of beautiful

toiletware, cutlery handles, automobile curtains, tooth brushes, bathroom accessories and fixtures, fountain pens, golf stick faces, shoe findings, advertising novelties, jewelry adornments, imitation leather dressings and many other articles of practical use.

The plant at Indian Orchard, Massachusetts, consists of forty buildings protected against fire by three separate inexhaustible supplies of water and has an organized fire brigade of its own employees. There is a finely equipped cafeteria under the management of an experienced dietitian and an emergency hospital in charge of a graduate nurse. One thousand employees are engaged in the production of Fiberloid.

WINSLOW LEWIS JENKINS

After several years of training and experience in employment agency work, Winslow Lewis Jenkins embarked in this field of business on his own account as manager of Jenkins' Employment Bureau, owning and operating a successful employment agency at 114 State street in Boston. A native of the Bay state, he was born at East Boston on the 1st of June, 1864, his parents being George Bentley and Susan (Coburn) Jenkins, the former a ship captain. Following his graduation from the Lyman grammar school of East Boston, in 1878, he devoted four years to study in a law office and subsequently spent twelve years in the service of the E. L. Sprague Company, wholesale shoe dealers and manufacturers of Boston. Thereafter he became connected with the metropolitan division of the Eastern Steamship Company, with which he continued for a period of twenty-one years. Then he turned his attention to employment agency work and several years later, having become thoroughly acquainted with every detail of the business, he opened Jenkins' Employment Bureau in Boston for both male and female help. In association with Mrs. Mary L. Young he has developed a very successful agency, satisfactorily meeting the needs of the many applicants who have sought this service. The sound policy which underlies his work in this connection has been tersely expressed by him as follows: "Unemployment is of grave concern with every nation, and each individual or 'unit' thereof. Planning for the regulation of business operations to supply the needs of one hundred and twenty millions of population, and its yearly increase, presents a problem of enormous proportions. Statesmanship is called for and is being exercised by our national government. Departments planning with cold logic 'the greatest good for the greatest number,' numerous welfare groups performing systematic work, business organizations cooperating, our state of Massachusetts functioning, strongly organized—this spells coordination. America's hand holds the tiller of the stanch boat 'Progress.' Every worker must develop confidence and faith in our government, develop a sound frame of mind, a fair and correct sense of values for services rendered. Then come the requirements of employment. From captains of industry,

all along the line, to the most unskilled worker, each faces competition. Each unit is engaged for some specific part, and at the market wage. Our American standard of wages is the highest in the world, and will grow still higher, by degrees. A fee-charging agency renders service to applicants and employers, appraising the natural abilities of the applicants adapted to the needs of the employers. An agency has contacts with a wide range of 'types' and, being specialists, know where to fit them to best advantage. Competition necessitates some profit from each unit (individual). Youth, naturally, has the advantage, but a wise person, as she or he grows older, will educate himself for any changed or improved methods. Ambition should not be stifled or retarded, but the application of patience and common sense will prove profitable. The World war with its temporary inflated values has its aftermath of discontentment. All should face facts and recognize what constitutes a fair recompense. Our policy is to appraise and to measure the value of an applicant, consistent with opportunity for placement. 'Support our government and progress.' "

In 1904 Mr. Jenkins was united in marriage to Inez M. Brooks, a native of Eliot, Maine. They resided for a number of years in Somerville, Massachusetts, but now make their home at 188 Fuller street in Dorchester.

A staunch republican in politics, Mr. Jenkins has ever manifested a keen and helpful interest in public affairs and has withheld his support from no movement or measure calculated to promote the general welfare. During the years 1900 and 1901 he was a member of the school committee of Chelsea, Massachusetts. In religious faith he is a Methodist and he is also a worthy exemplar of the teachings and purposes of the Masonic fraternity, which he joined forty years ago, belonging to John Cutler Lodge, F. & A. M., and Pilgrim Chapter, R. A. M., of Abington, Massachusetts. A man of strong character and earnest purpose, he has been true and loyal in every relation of life and has well earned the high place which he holds in public confidence and esteem.

THE KINGSBURY BOX & PRINTING CO.

In 1880 the Northampton plant of the Kingsbury Box & Printing Co. was established, being an outgrowth of the unit set up in South Coventry, Conn., in 1868, for the manufacture of cartridge boxes. The concern also operates the Kingsbury Box & Printing Co., at Whitman, where it established a plant in 1889, manufacturing there shoe boxes only.

In 1911 it began the production of paper containers at Northampton, under the name of New England Printing Paper Bottle Company, and in 1887, it established another branch plant, at New London, Conn., under the name of Brigham Paper Box Company.

Capitalized for \$75,000 and employing 100 operatives, the concern is one of the leaders in the paper box field, in Massachusetts. Harold P.



ORIGINAL PLANT OF THE KINGSBURY BOX & PRINTING CO.

Kingsbury is president, Louis A. Kingsbury, treasurer, and James E. Stanley, secretary, of the corporation.

ARTHUR LILLIE KINGSBURY

Arthur Lillie Kingsbury, who was president of the Kingsbury Box & Printing Company of Northampton, ranked among the representative business men of his section of the state. He was also the secretary of the Kingsbury & Davis Machine Company of Contoocook, New Hampshire, and was a director of the Hampshire County Trust Company of Northampton.

Mr. Kingsbury was born in South Coventry, Connecticut, January 2, 1861, and his ancestral line was traced back through fifteen generations to John Kyngesbury, the first recorded progenitor of the family, and through ten generations to Henry Kingsbury, founder of the family in the new world. The ancestral records relate that in the fourteenth century Gilbert de Kingsbury was rector of St. Peter's church in Kingsbury, Warwickshire. He and others, with varied spelling of the surname—Kingsbury, de Kyngesbury, etc.—were without doubt the ancestors of the Suffolk family, whence Henry Kingsbury, the American immigrant, was descended.

Five generations of the Kingsbury family lived in England down to the first quarter of the seventeenth century. Henry Kingsbury, the immigrant ancestor of the family of that name, emigrated from Assington, near Groton, England, in March, 1630, landing at Charlestown, Massachusetts, in July, 1630. He married Margaret Alabaster.

(II) Henry (2) Kingsbury, son of Henry and Margaret (Alabaster) Kingsbury, through whom the American line descends, was born in England about 1615, and died at Haverhill, Massachusetts, October 1, 1687. He married Susannah, and had eight children.

(III) Deacon Joseph Kingsbury, son of Henry (2) and Susannah Kingsbury, was born in 1657, and died in 1741. He married Love Ayer, and had six children.

(IV) Deacon Joseph (2) Kingsbury, son of Joseph and Love (Ayer) Kingsbury, was born in Haverhill, Massachusetts, in 1682, and died in Norwich, Connecticut, December 1, 1757. He married Ruth Denison, and had thirteen children.

(V) Ephraim Kingsbury, son of Deacon Joseph (2) and Ruth (Denison) Kingsbury, was born January 4, 1706-7. He married Martha Smith, and had nine children.

(VI) Squire Ephraim (2) Kingsbury, son of Ephraim and Martha (Smith) Kingsbury, was born March 13, 1740, at Franklin, Connecticut, and died March 10, 1826. He was a soldier of the Revolution. He married Phebe French and had six children.

(VII) Jabez Kingsbury, son of Squire Ephraim (2) and Phebe

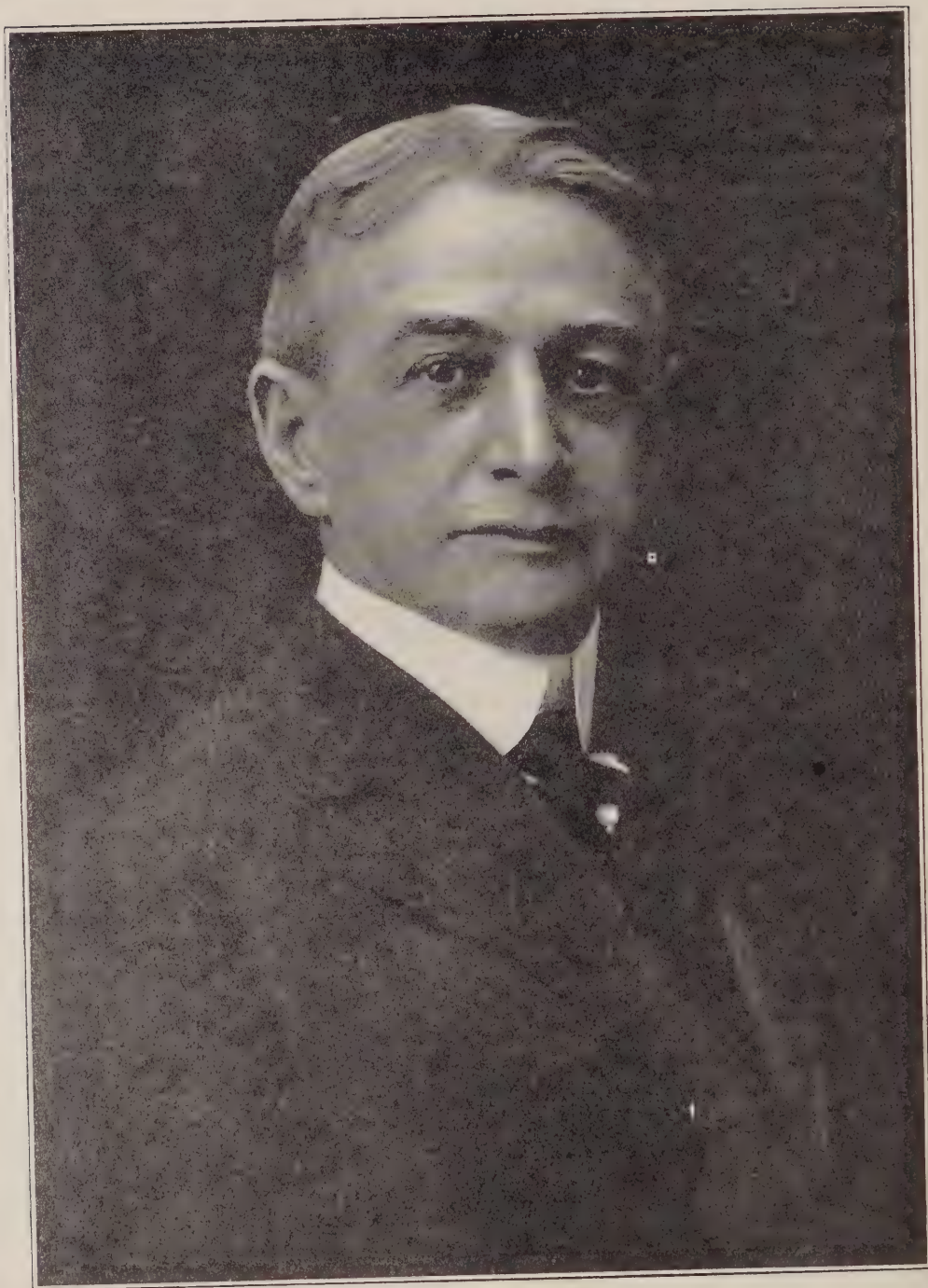
(French) Kingsbury, was born in Coventry, Connecticut, October 22, 1769, and died October 14, 1854. He married (first) Freelope Utley, of Mansfield, Connecticut. She died in 1823, and he married (second) Chloe Talcott, of Bolton, Connecticut. To Jabez Kingsbury were born eleven children, one of whom was Alvin, who was one of the nine children by his first wife. Two children were born of the second marriage.

(VIII) Alvin Kingsbury, son of Jabez and Freelope (Utley) Kingsbury, was born in Coventry, Connecticut, March 9, 1803, and died at Greenpoint, Long Island, December 8, 1867. He married Emeline Kingsbury (of the second Kingsbury line), and had five children, of whom one was Addison.

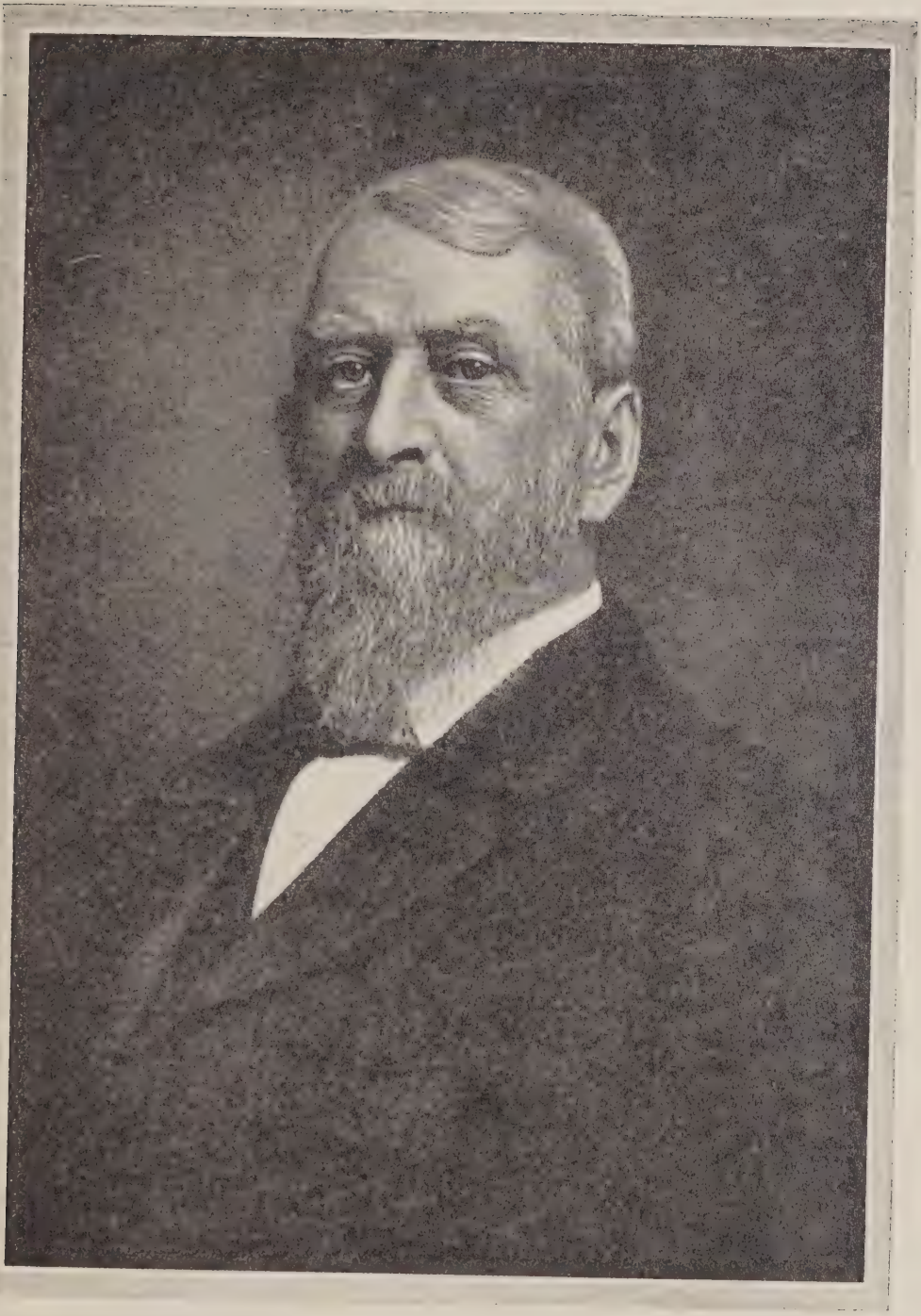
(IX) Addison Kingsbury, son of Alvin and Emeline (Kingsbury) Kingsbury, was born in South Coventry, Connecticut, November 15, 1835. He is the first of the name to be recorded as a paper box manufacturer, his plant having been in South Coventry at the beginning of his enterprise, which grew from a small plant, having one girl assistant, to four factories giving employment to between two hundred and three hundred persons. He invented devices for speeding up the process. The branches of his great establishment were at South Coventry, Rockville and Willimantic, Connecticut, and Northampton and Whitman, Massachusetts. He was the founder and president of the Kingsbury Box & Printing Company. He served his district in the state legislature. He married (first) Charlotte Elizabeth Lillie, who was born August 22, 1838, and died December 30, 1879. He married (second) Sarah Melissa Scott, who was born May 20, 1844, and died May 6, 1900. He married (third) Mrs. Ida May (Warner) Robertson, of Bridgeport, Connecticut. He had three children: Arthur Lillie, of this review; Lottie Gertrude, who was born June 8, 1865, and died July 16, 1867; and Louis Addison, who was born February 11, 1869, and was married on the 5th of September, 1892, to Bessie Dell Bradbury. The last named lives in South Coventry, Connecticut, and is the treasurer of the Kingsbury Box & Printing Company.

The presidency of the company, after the death of Addison Kingsbury, was taken over by his son, Arthur Lillie Kingsbury, who was born in South Coventry, Connecticut, January 2, 1861, and acquired his education in the schools of Willimantic, that state, after which he became connected with the Northampton branch of his father's box manufacturing business. When he had acquired considerable knowledge concerning the enterprise he was made treasurer and subsequently became president of the Kingsbury Paper Box & Printing Company and the secretary of the Kingsbury & Davis Machine Company of Contoocook, New Hampshire. He bent his energies toward the successful conduct and enlargement of the business interests under his direction and the trade steadily grew, the Kingsbury Paper Box & Printing Company becoming one of the leading enterprises of this kind in the state.

On the 12th of November, 1884, Mr. Kingsbury was married to Miss Alice Bingham Palmer, of Hartford, Connecticut, a daughter of Louis C.



ADDISON KINGSBURY



ARTHUR L. KINGSBURY

and Ellen Palmer. The only son of Mr. and Mrs. Arthur L. Kingsbury is Harold Palmer Kingsbury, mentioned elsewhere in this work.

In Masonry Mr. Kingsbury belonged to the lodge, chapter and commandery and also to Melha Temple of the Mystic Shrine at Springfield, Massachusetts, and he likewise had membership with the Knights of Pythias. His name was on the rolls of the Northampton Country Club and of the Edwards church of Northampton. He died November 20, 1922, leaving behind him the record of a well spent life in which he supported those projects which have to do with the material, social, intellectual and moral progress of a community.

HAROLD PALMER KINGSBURY

Harold Palmer Kingsbury is president of the Kingsbury Box & Printing Company of Northampton. It is true that he entered upon a business already established, but in developing and enlarging this many a man of less resolute spirit or of more limited capacity would have failed. America has made rapid strides in her business development in the past few decades and Mr. Kingsbury has kept pace with this universal progress. Not only does he serve the Kingsbury Box & Printing Company as president but also has other important business connections and has at the same time rendered valuable service to his community in public affairs.

Northampton proudly claims him as a native son. He was born September 6, 1886, of the marriage of Arthur Lillie and Alice Bingham (Palmer) Kingsbury. The ancestral record of the family is given in the sketch of his father on another page of this work. Arthur Lillie Kingsbury was one of the chief men of Northampton in his time, a leading manufacturer, connected with one of the prominent banking institutions and a fine type of citizen, who left to his son, Harold P., a splendid heritage of character and ownership in two prosperous manufacturing concerns in the Meadow City.

Harold Palmer Kingsbury, the only son of Mr. and Mrs. Arthur L. Kingsbury, pursued his education in the schools of Northampton and gained his preliminary business experience during two years' connection with the Hampshire County National Bank, now the Hampshire Trust Company. He then turned to the business which had been established by his grandfather and was carried on by his father, becoming superintendent of the Kingsbury Paper Box & Printing Company. His direction of the work at the plant well qualified him to assume executive position when he was elected secretary of the corporation, continuing to act in that capacity until he succeeded his father in the presidency upon the latter's death. He is in administrative control of one of the large manufacturing interests of Northampton, its ramifying trade relations covering a broad territory, and under his guidance the business has steadily grown with the passing years. He is also the chief financial officer of the New England

Purity Paper Bottle Company, which was established by his father, and in all business relations displays notably sound judgment and that keen discrimination which enables him to correlate interests and bring diverse elements into a unified and harmonious whole.

On the 7th of October, 1909, Mr. Kingsbury was married to Mary Elizabeth Miller, of Holyoke, Massachusetts, whose parents were William S. and Mary (Howe) Miller. Their family now numbers three children: Arthur Miller, born April 25, 1911; William Miller, born September 5, 1916; and Richard Miller, born April 5, 1920.

In his fraternal relations Mr. Kingsbury also follows in the footsteps of his father, being a Royal Arch and Scottish Rite Mason and a member of Melba Temple, A. A. O. N. M. S., of Springfield. A Congregationalist in religious faith, he is identified with the Edwards church and his appreciation of the social amenities of life is indicated in his connection with the Northampton and Northampton Country Clubs. He has rendered excellent service to his native city as a member of the city council and his cooperation can always be counted upon to further any progressive movement or to aid any project for civic good.

A. S. INGRAHAM COMPANY

The A. S. Ingraham Company of Attleboro is engaged in electroplating jewelry and novelties and also deals in acids, chemicals, paints, oils and mill supplies. The company was incorporated in May, 1905, with A. S. Ingraham as president and treasurer, Arthur W. Turner as vice president and Edward Hickox as clerk. The present officers are: A. S. Ingraham, president and treasurer; R. E. Bell, vice president and clerk; and A. S. Ingraham, E. P. Hickox, R. E. Bell and H. J. Ingraham, directors.

After the business was incorporated the company not only did electroplating of jewelry and novelties but also began dealing in acids, chemicals, paints, oils and mill supplies. In 1908 they occupied only one floor of their building, but the rapid expansion of their business necessitated enlargement, so that in 1924 they purchased ninety feet on Union street, extending through to Crandall court. On this stands a two-story and basement building which is one hundred feet long and ninety feet in width, and they occupy two-thirds of the floor space. There are also platforms in the rear of the building for storage and loading, for receiving and delivering goods, and they maintain a retail department store. The entire business is under the direction and supervision of R. E. Bell and the company is represented on the road by four traveling salesmen.

Albert S. Ingraham, president and treasurer of the A. S. Ingraham Company, was born in Sydney, Nova Scotia, February 12, 1863, and acquired his education in the schools of his native city and in the Sydney Academy. On leaving home at the age of seventeen years he went to sea, where he spent about three and one-half years, starting as a sailor and

afterwards serving as second mate on the ship Bengal, a full rigged ship built for the East India trade. On this vessel he made many trips to different parts of the world, but at length the Bengal was grounded forty miles from land while in West Indian waters. Mr. Ingraham then made his way to New York on a steamer, whence he proceeded to the office headquarters of his company in Boston. Immediately afterward he was assigned to duty on a bark engaged in the South American trade, remaining on that ship for about eighteen months. Later he came ashore to study steam engineering but did not pursue that plan.

Removing to Attleboro, he spent eight years with the firm of Bates & Bacon as assistant foreman in charge of electroplating watch-cases and ladies' bracelets. On leaving there he purchased the only electroplating shop in Attleboro from C. Sidney Smith and has since carried on the business for himself. His trade grew rapidly and in 1908 he erected the present building, a five-story brick structure, and occupies an entire floor. Mr. Ingraham owns this building personally, while the one adjoining is owned by the company. In addition to filling the presidency of the A. S. Ingraham Company he is president of the Attleboro Trust Company, a director of the Attleboro Savings & Loan Association and one of the incorporators of the Attleboro Savings Bank. He is likewise a director and stockholder in many other corporations and institutions and his cooperation with any business enterprise is regarded as a valuable element in its success, for his sound judgment enables him to solve many difficult problems and, moreover, he has the ability to unite seemingly diverse elements into a unified and harmonious whole.

On the 19th of June, 1886, Mr. Ingraham was married to Henrietta J. Brooks, of Prince Edward Island, and they have one daughter, Irma B., the wife of R. E. Bell. Fraternally a Mason, Mr. Ingraham has attained the thirty-second degree of the Scottish Rite. He does not allow outside interests, however, to interfere with his business affairs, as the faithful performance of his duties as president or official in different companies is his chief concern, and his persistent purpose and thoroughness have been the foundation upon which he has reared the superstructure of success.

ADDISON LOOMIS GREEN

Addison Loomis Green, a well known lawyer, with offices in the Hadley Falls building at Holyoke, is a representative of Massachusetts industries through his connection with various manufacturing interests of the state. He was born in Westfield, Massachusetts, October 23, 1862, a son of Thomas Jefferson and Alvira Eunice (Loomis) Green. He completed his more specifically literary education in Wesleyan University, from which he was graduated with the class of 1885, and then began preparation for the bar, being admitted to practice in Massachusetts in 1887. He first opened an office at Holyoke, where he has since remained,

and he is now a member of the firm of Green, Bennett & Lyon, also having offices at Springfield. A liberal clientage is accorded him in recognition of his thorough understanding of legal principles and the ability which he displays in applying these principles to points in litigation. He also has other important business connections, being chairman of the board of the Farr Alpaca Company of Holyoke and president of the Morris Plan Company there. He is a member of the judicature commission which was appointed by Governor Coolidge in 1919 to investigate the judicature of the commonwealth and is chairman of the judicial council of Massachusetts.

In 1890 Mr. Green was married to Miss Maud Ingersoll Bennett, of Hartford, Connecticut, who passed away in 1901, leaving four children: Addison Bennett, Donald Ross, Mrs. Constance Henson and David Loomis. In 1911 Mr. Green married Gertrude Metcalf, of Holyoke, Massachusetts, and their children are Clarissa, Gertrude and Marshall.

Mr. Green belongs to the Colony Club of Springfield and fraternally is connected with the Masonic order. His religious faith is that of the Episcopal church and in politics he is a republican. He has membership in the Psi Upsilon and Phi Beta Kappa fraternities, is vice president of the National Association of Woolen Manufacturers, a member of the board of trustees of Wesleyan University, chairman of the board of the American School of Prehistoric Research, and is a member of the Massachusetts Bar Association, which honored him with its presidency in 1922. These varied connections show the scope of his interests and his activities and indicate something of the value of his efforts along professional, educational and commercial lines and in connection with those civic interests which make for progress and improvement. With his family he occupies a beautiful home, "Meadowview," at Holyoke.

THE STURTEVANT MILL COMPANY

In January, 1883, the late Thomas L. Sturtevant organized the Sturtevant Mill Company, and began operations in a leased basement in Hyde Park, with its offices on Kilby Street, Boston.

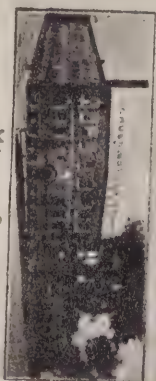
Nine years later the founder erected a part of the present brick plant, in Harrison Square, originally occupying the basement only, and renting the upper floor. A few years later the business demanded larger quarters, and the lease was cancelled and additional machinery installed. Shortly after, another story was added, followed by another building, and ultimately a third structure was erected.

During the period of the World War, two new concrete shops were built on the opposite side of Park Street to take care of growing demands, and at present the company utilizes about 70,000 square feet of space, while the number of employees has increased from a half dozen to three hundred.

The plant equipment consists of 125 or more machines for crushing,



SHEET METAL AND FABRICATION SHOPS



MACHINE SHOPS



MACHINE SHOPS

Elevating and Conveying Machy.
 Bins, Hoppers, Chutes,
 Casings, Valves, Transmission,
 Machining, Fabricating, Repairs,
 Crushing, Grinding, Screening, Sampling,
 Mixing, Weighing and Special Machinery,
 Engineers, Consultants, Erectors, Operators.

STURTEVANT MILL COMPANY, HARRISON SQ., BOSTON, MASS.

grinding, separating, weighing, mixing, elevating and conveying, and the business has become international as well as national, offices being maintained in New York, Pittsburgh, Atlanta, and San Francisco, with associates in London, England, who manufacture its products for the European field, and it maintains representatives in most of the foreign countries.

The company has an engineering staff engaged in designing, erecting and operating complete plants, and in producing special equipment, in addition to the regular machine work for local trade.

The enterprise traces its success, particularly in connection with the international reputation of its equipment in the process industries, to the ingenuity and inventive genius of its founder, Thomas L. Sturtevant, who was a pioneer in the fertilizer industry at a period when little or no machinery was available in that field. He designed and built many machines for use in fertilizer plants, some of which are in use today, and it was his interest in machinery and the possibilities he saw in the production of labor-saving equipment in that and other industries that led him to resign a lucrative position he held as treasurer of the Bowker Fertilizer Company of which he was one of the founders, and to incorporate the company bearing his name, thus giving free rein to his mechanical bent.

His contributions resulted in the granting to him and to his associates of some three hundred patents, and the development of a complete line of original and labor-saving mechanisms unique in concept, many of which have become standard equipment and have revolutionized the industries they have served, including crushing, grinding, separating, mixing, elevating and conveying devices.

The company's activities have not, however, been confined to its own patented devices, as it has sent its representatives abroad to investigate and purchase the American rights to equipment and processes that it was believed would round out its line of machinery.

Some years ago, when the company appreciated that all machinery installation requires the services of skilled engineers, it seemed desirable to render a service of that nature to its customers, and it created a division known as "Sturtevant Engineers," which operates entirely independent of the Mill Company, and yet is closely associated with it, and the main function of which is to render highly important engineering advice in the selection, arrangement and installation of equipment. This unit is operated on the stage basis, each stage being separate and distinct from the others, the clients employing the Sturtevant Engineers to do work in one stage at a time only, at a predetermined cost, with the privilege of continuing or abandoning work at the end of each stage, the group being the first to successfully operate a plan which enables the consumer to be given a known and fixed price in advance of the employment of the group.

This has proved to be an innovation second to the value of the Mill Company's patented equipment, and affords clients exact knowledge of what the actual cost of plant or equipment will be in advance of payment.

At the present, this staff consists of twenty-seven engineers, with whom are associated many independent engineering specialists in allied lines to reenforce their engineering equipment. In addition to the service, the designing engineers of the Sturtevant Mill Company are contin-

ually developing and building special machinery for customers, this work being a business in itself.

From a small beginning, the enterprise has become not only a large manufacturer of machinery, but it has developed an important engineering organization of world-wide ramifications. The corporation has capital of \$1,000,000, and the present officers are L. H. Sturtevant, president and general manager; T. J. Sturtevant, vice president and chief engineer; W. H. Ellis, treasurer; William T. Doyle, manager of the engineering department; H. A. Tomlinson, manager of the sales department; John Lundgren, superintendent of the machine shops; A. J. Towle, superintendent of the sheet metal shop; and George Towle, purchasing agent.

LAURANCE H. STURTEVANT

Laurance H. Sturtevant, president of the Sturtevant Mill Company, with plant in Harrison square, Dorchester, has through the steps of an orderly progression reached his present enviable position in industrial circles. He was born in South Framingham, Massachusetts, January 21, 1878, and is a son of Thomas L. and Laura E. (Heater) Sturtevant. He obtained a high school education and then joined the Sturtevant Mill Company in the humble capacity of office boy. Steadily he has worked his way upward through industry, determination and developing capability. He has advanced through the successive steps of bookkeeper, salesman and sales manager to official connection with the business, having served as secretary and as vice president, while in 1919 he was elected to the presidency and so continues. The Mill company is engaged in the manufacture of crushing, grinding, separating, elevating and conveying machinery and its output covers a wide territory, fully meeting the requirements of business of this character. The Engineering Company conducts a general engineering business. Mr. Sturtevant has not only thoroughly acquainted himself with every phase of the building of machinery of this kind but has also brought forth a number of valuable inventions upon which he has secured patents. Keenly observant, from each experience in life he has learned the lessons therein contained. His education has largely come to him in the practical school of experience and he has been an apt student. His statements are characterized by clearness and conciseness and he has become a forceful executive, well qualified to control the important interests under his direction. He is president of the Sturtevant Engineers, Inc.

On the 25th of April, 1905, Mr. Sturtevant was married to Florence R. Emery and they have one child, Laura E. Mr. Sturtevant belongs to the Scituate Country Club, of which he was formerly governor, and the Scituate Yacht Club, of which he is now governor. At a previous date he occupied a similar position in the Stoney Brae Golf Club, and is a director of the Neighborhood Club of Quincy, all of which indicates his capability for wise management. In politics he is a republican and his keen interest in those vital questions which have to do with business

development and civic progress is indicated in his membership in the Boston Chamber of Commerce and in the United States Chamber of Commerce, National Metal Trades Association and the National Association of Manufacturers.

THE SMITH PAPER COMPANY

The Smith Paper Company of Lee, now employing four hundred and fifty people, was organized by Elizur Smith in 1866, and in March, 1867, at its Columbia Mills, the process of making paper from wood pulp was successfully employed for the first time in America. For more than a century paper making has been the principal industry of Lee and at one time this small town in the Berkshire hills was the center of paper manufacturing in the United States. On the banks of the Housatonic river, within the town, are situated the five mills of The Smith Paper Company, where they annually convert millions of pounds of pure linen into carbon papers, silver wrapping tissue, India Bible paper and the very thin tissue used in the manufacture of electric condensers. Great have been the changes which have occurred since paper making was begun in Lee in a small mill by Samuel Church in 1806, and by 1857 there were twenty-five mills in operation in Lee. Paper making in the early days called for much energy and ambition and created real pioneers in the art. Capital was limited, and without the laboratory assistance which is deemed so necessary at the present time, the paper making industry called for men of iron. And there was no industry which in its development offered greater opportunity to New England inventive genius. Each little mill gathered its rags from the surrounding community and largely depended on the same region for a market. The underlying principle used in making all grades of paper was first to reduce the rag material to pulp; to dilute the pulp so as to disintegrate the fibres, and then to reassemble them quickly by getting rid of the water and depositing the fibres in the form of a sheet. In the early days materials were reduced to pulp mechanically, although chemical processes were used later. Beating and refining are the mechanical methods now used—being applied to rags after cooking. In the making of fine tissue only the best linens are used. The paper mill built by Luman Church in Lee in 1806 was the second mill in this section of the country. In 1826 Messrs. Winthrop, Walter and Cutler Laffin built a paper mill which was considered a marvel of enterprise, known as the Housatonic mill, and which has since become the Eaton-Dikeman mill. It supplied the paper for the first edition of the New York Herald and continued to furnish paper for this publication for many years. It was in this same mill that the first hundred-inch Fourdrinier paper-making machine in this country was installed. About the time of the establishment of the Housatonic mill another mill was built by the Laffins farther up the river and is now in operation as the Columbia mill of The Smith

Paper Company. Winthrop Laffin was a personal friend of Horace Greeley, who desired to issue a daily paper if he could get the paper on three months' credit. Mr. Laffin agreed to furnish this and thus the New York Tribune came into existence.

In 1863 Elizur Smith acquired ownership of the Columbia mill, after which it was improved and the capacity increased. It burned on the night of Mr. Smith's marriage, February 3, 1865. The next morning he was seen at the pile of ruins, giving orders for clearing away the debris in order to rebuild. At this mill was made the paper upon which the articles of capitulation, drawn up at the time of Lee's surrender to General Grant, were written. In the course of years The Smith Paper Company acquired the ownership of five mills at Lee. Until 1896 the company continued the manufacture of book, newspaper and manila wrapping paper, but at that date the production of these heavy grades was discontinued and the plant was devoted to the manufacture of fine tissues.

In 1917 the company was reorganized under its present name, The Smith Paper Company, and immediately began remodeling the plants and equipment, installing up-to-date equipment and modern operating and cost finding methods. At present the company has nine machines producing high-grade tissues, the output including condenser, carbon, cigarette, silver, copying, stereotype and India Bible papers. One of their products is the exceedingly fine tissue used in the condensers of radio sets and their business in this particular has reached large volume. In the operation of the plants the company uses a floor space of approximately ten acres. The business has become one of the foremost of its kind in the country and constitutes a prominent feature in the industrial activity of Massachusetts. It is today the last word in processes and methods of tissue manufacturing and its trade area is a wide one, covering the greater part of the country.

ELIZUR SMITH

Elizur Smith, who in 1863 became an active factor in connection with paper manufacturing at Lee, was born in Sandisfield, Massachusetts, in 1817. An accident incurred when he was sixteen years of age incapacitated him for many months, and thus barred from outdoor activity, he read and studied broadly, thereby developing a desire for further knowledge which was gratified in his attendance at Westfield Academy.

In 1830 Mr. Smith became a resident of Lee and for four years thereafter was employed in the general store of John Nye. He then purchased a half interest in the Turkey Paper Mill in Tyringham, owned by Ingersoll & Platner. In 1835 Mr. Smith purchased the interest of the senior partner and the firm then became Platner & Smith—for more than twenty years identified with paper manufacturing in Lee. Following the death of Mr. Platner in 1855, Mr. Smith continued the business and paper making



ELIZUR SMITH

during the Civil war period brought great prosperity to Lee, which became known as the largest paper making center in this country if not in the world.

The first practical demonstration of paper making from wood in America took place in the Columbia mill of The Smith Paper Company, March 8, 1867. Wood pulp was first made in Curtisville in a little mill built and operated by Albert Pagenstecher, and Frederick Wurtzbach of Lee was the guiding genius of the industry. A native Berkshire poplar, on account of its whiteness, was first used. As the new material proved a success when utilized in the Columbia mill of The Smith Paper Company, this company contracted for the entire output of the small mill at Curtisville. It did not take long to exhaust the supply of poplar and then native spruce was used. In 1890, however, the wood supply became scarce and as the use of sulphite pulp was still in its infancy and prohibitive in price, manufacture was curtailed. Later The Smith Paper Company began the manufacture of fine linen tissue paper of all sorts, and in recent years, with the development of the radio, the manufacture of linen tissue for condensers used in radio sets has assumed tremendous proportions, the Pittsfield plant of the General Electric Company using each year over a half million pounds of the paper of the Smith company in the manufacture of condensers. This tissue must be a good insulator, free from impurities, and strong, despite the fact that it is only four-tenths of one thousandth of an inch in thickness. Lee is particularly adapted to the manufacture of this fine linen tissue because of the dryness of the air, freedom from dust and the altitude, together with pure water taken from mountain streams. While the founder and promoter of the business has long since passed on, The Smith Paper Company continues to direct the chief industrial enterprise of Lee, maintaining the high standard of the town as a paper production center of the country.

WELLINGTON SMITH

Wellington Smith, son of Elizur Smith, the founder of The Smith Paper Company, was born at Lee, Massachusetts, December 15, 1841, and here passed away April 27, 1910. His entire life was devoted to the development of the Smith paper interests, whose chain of mills at Lee constituted, and still does, one of the greatest industries in western Massachusetts. For more than forty years Wellington Smith was treasurer of this company, directing its financial policy and contributing in notable measure to the success of the enterprise. He was also president of the Derby Mills Company in Shelton, Connecticut, and the president of the Greylock Mills Cotton Company. He had likewise been a member of the board of the Berkshire Life Insurance Company. A man of notably sound judgment and keen discrimination, his cooperation was largely sought and his opinions were always a vital factor in the successful conduct of the enter-

prises with which he became associated. He was an outstanding figure in industrial circles, owing to the fact that he was the first manufacturer in America to introduce wood pulp into his mills and use it as a basis of paper making.

GEORGE E. BELCHER COMPANY

George E. Belcher Company are manufacturers of men's and women's fine shoe lasts, at Stoughton, Norfolk county, Massachusetts. The shoe last business was first established in Stoughton in the year 1850. The first last factory was operated by Moses Linfield and Leonard Drake in a building known as the Old Steam Mill on Summer street on a portion of the land now occupied by the Stoughton Rubber Company. The Old Steam Mill was burned to the ground July 15, 1870, and never rebuilt.

Meantime, on February 22, 1870, George Dale, a last turner in the employ of Moses Linfield, associated himself with John G. Phinney, under the firm name of Phinney & Dale, in a factory at the corner of Summer and Winter streets, Stoughton, continuing the manufacture of shoe lasts. In 1871 Mr. Dale was replaced by George F. Walker and the firm name became Walker & Phinney, under which style the business was conducted until the death of Mr. Phinney, after which Mr. Walker continued the business, in his own name until 1892.

In that year George E. Belcher, who was largely responsible for the success and growth of the business at that time, purchased it, and under the name of the George E. Belcher Last Company, Mr. Belcher being the sole owner, continued the business for more than thirty years.

In 1893 Mr. Belcher purchased the Hill & Drake Boot Shop on Pleasant street, and by means of a series of changes, additions and remodelings completed the present adequate set of buildings, the last group of which was built in 1912.

The business grew and prospered, achieving name and fame and extending its market to a scope which is international, and finally, on April 1, 1924, Mr. Belcher incorporated his four business enterprises—the Belcher Last Block Fastener, the Belcher Shoe Stretcher, the Apex Fibre Forms for shoes, and the manufacture of Men's, Boys', Women's, Misses' and Children's Fine Shoe Lasts—into one unit, under the name of the George E. Belcher Company. The concern has grown to proportions which require the services of about one hundred and twenty-five employees, and occupies four floors.

The death of George E. Belcher, in August, 1924, only about four months after the consolidation of his interests, necessitated changes in the official personnel, and at the present time (1929) the officers of the company are as follows: J. Howard Leman, president; Ernest B. Southworth, vice president and general manager; G. H. Belcher, treasurer.

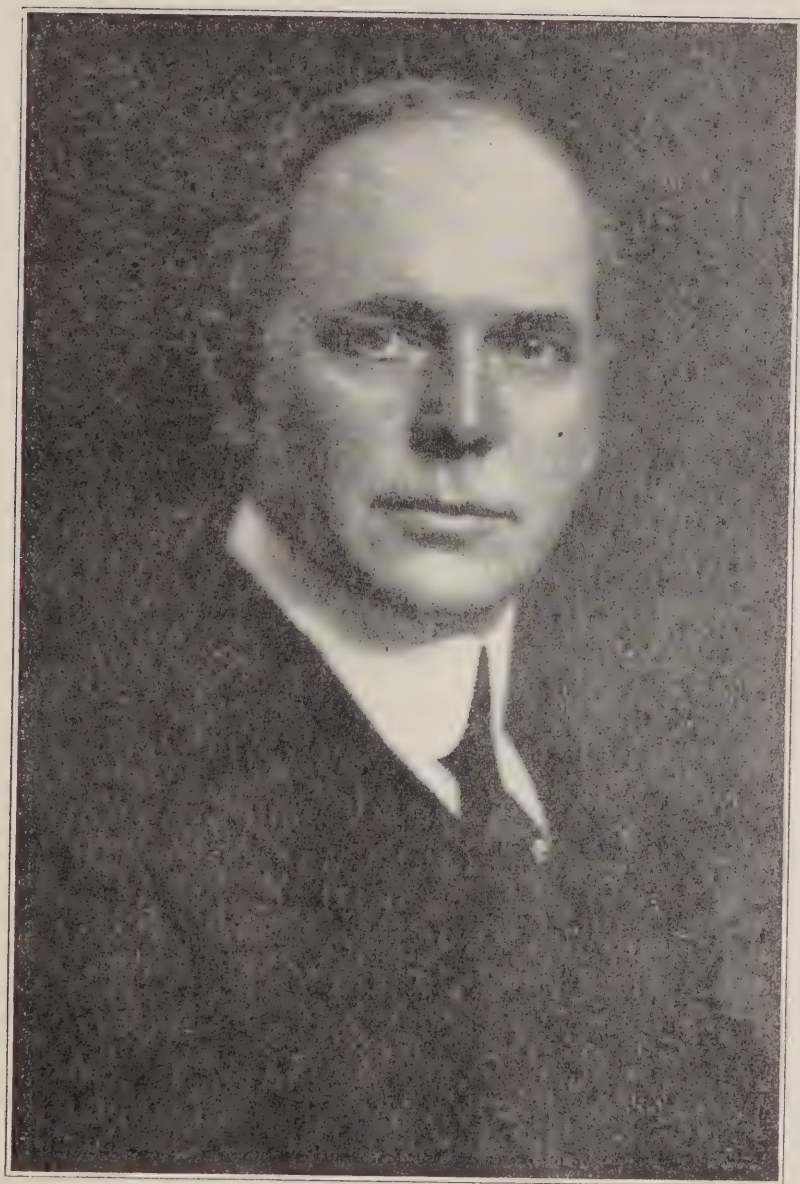
The selling force is comprised of Morton F. Bird and Arthur F. Tib-



GEORGE E. BELCHER COMPANY, 1889 OR 1890



GEORGE E. BELCHER COMPANY, AUGUST 30, 1926



ERNEST B. SOUTHWORTH

betts, who look after the New England and Atlantic states, also Canada; Albert A. Tilden and William H. Clohecy, resident salesmen in St. Louis; and George J. Oberwinder, resident salesman in Milwaukee, Wisconsin. Albert A. Tilden is sales manager. George A. Shaw is designer and model maker of men's styles and Earl W. White is designer and model maker of women's styles. Louis W. Reinhardt is manager of the Apex form department, and George W. Loring is manager of the shoe stretcher and block fastener departments. Owen E. McGarvey is superintendent of the last factory.

Since 1918 all of the employes have been covered by group insurance without expense to themselves, during which time twenty claims have been paid.

Belcher shoe stretchers may be found in retail shoe stores all over the United States, Canada and Mexico. The Apex shoe forms are largely used for window display and in salesmen's sample shoes, great care being exercised to properly exhibit the last.

Belcher lasts are used by representative shoe manufacturers all over the United States, in Canada, Mexico, South America, Cuba, Philippine Islands, England, France, Italy, Germany, Czechoslovakia and other countries.

ERNEST BOWKER SOUTHWORTH

Ernest Bowker Southworth is of the tenth generation of Southworths in America, the line of descent being as follows: (1) Edward, who died about 1621 at Plymouth, Massachusetts; (2) Constant; (3) Nathaniel; (4) Edward; (5) Constant; (6) Jedidiah; (7) Jedidiah; (8) Luther; (9) Gurdon. He was born in Stoughton, Norfolk county, Massachusetts, April 18, 1872, a son of Gurdon Southworth, a native of Stoughton, and Sarah Bowker (Staples) Southworth, born at Lunenburg, Massachusetts, daughter of Algernon Bradford and Doxena (Harlow) Staples.

Captain Jedidiah Southworth, of the sixth generation, born in Bridgewater, Massachusetts, January 6, 1745, moved to Stoughton about 1770 and died March 11, 1809. He was buried in Stoughton. Since 1770 the family has been identified with the growth of the town. He enlisted in Captain William Briggs' company, which marched on the Lexington alarm from Stoughton, April 19, 1775, and he was commissioned captain August 1, 1775. He fought through the war, after which he was a member of the constitutional convention. This record made the subject of this sketch eligible to his present membership in the Sons of the American Revolution.

Ernest B. Southworth attended the public schools in Stoughton and the Bryant & Stratton Business College in Boston. On completing his commercial training he entered the employ of the Stoughton Rubber Company, at the age of seventeen, in 1889, and after a time was made superintendent of that concern, in which capacity he served until 1909. On April

1, 1909, he entered the employ of George E. Belcher, manufacturer of shoe lasts, and on April 1, 1924, became vice president and general manager of the George E. Belcher Company. He was appointed in 1898 a registrar of the town of Stoughton and is now chairman of that board. He is a director in the Stoughton Cooperative Bank.

He is one of the original members of the Chicatawbut Club and served five years as its treasurer. He is one of the trustees of the Evergreen Cemetery Association. He is a member of the Boston Boot & Shoe Club. He joined the Musical Society in Stoughton in 1887 and was elected its tenth president in 1921. He became a member of the Old Stoughton Musical Society in 1902, this being the oldest singing organization in America, was elected vice president in 1926, and manager of the committee in charge of the publication of its history in 1928. He is identified with the First Congregational church in Stoughton. Fraternally he was made a Master Mason in Rising Star Lodge, A. F. & A. M., May 23, 1901, was elected master in 1908 and 1909 and elected treasurer in 1912, succeeding his father, who had served as treasurer for twenty-five years. He was made a Royal Arch degree Mason in Mount Zion R. A. chapter in 1904, was elected high priest in 1913-14 and elected treasurer in 1915, also succeeding his father, who had served the chapter as its treasurer thirteen years previous to his death in 1912. He is a member of Brockton Council of Royal and Select Masters, and of Brockton Commandery, No. 38, Knights Templar, in which he has worked as guard for thirteen years to date. He is treasurer of the Masters and Wardens Association of the twenty-fifth Masonic district. He is a member of the High Priests convention held at the Masonic temple in Boston in 1913.

BEACON TRUST COMPANY

The Beacon Trust Company of Boston was incorporated in 1892 and on the 2d of May, 1893, opened its doors for business in the Fiske building at 89 State street with a capital of \$200,000.00. On the 1st of April of that year William R. Witherle had been elected treasurer of the organization and on February 11, 1894, John A. Gale was elected president, while the board of directors was composed of William A. Paine, William H. Treworgy, Albert Geiger, John L. Cunningham, John H. Cunningham, John B. Bugbee, Hiram Whittington, George H. Poor, W. F. Carlton, Albert C. Pond, Matthew Dolan, E. R. McPherson, F. O. Squire, John A. Gale, J. O. Wardwell, Woodbury Noyes, Charles W. Morse, Denis P. Kennedy, John A. Irwin, Ira G. Hersey, S. M. Hedges, Henry F. Ross, Charles A. Utley, Amasa Pratt and Winthrop Coffin. In May, 1896, the bank was established in a new home in the Devonshire building at 16 State street. The continuous growth of the business, however, demanded increased space and in December, 1901, removal was made to 197 Washington street—the quarters now occupied by the Liberty branch of the

Beacon Trust Company. On the 4th of April, 1906, the capital was increased to \$300,000.00 by the issue of one thousand shares of stock.

In 1906, after a service of thirteen years, John A. Gale resigned the presidency and was succeeded by Charles A. Price. About this time the Washington Trust Company was taken over by the Beacon Trust Company and business was transacted at 20 Milk street, which office had been occupied by the Washington Trust Company for about a year and a half. During this change the capital of the bank was increased to \$400,000.00.

Following the resignation of Mr. Price on August 30, 1906, Charles B. Jopp was elected to the office of president, which he still fills after twenty-three years of service, and he has the distinction of being one of the youngest men ever elected to the presidency of a bank.

In 1909 the Beacon Trust Company acquired the Faneuil Hall National Bank, which for several generations occupied quarters near Faneuil Hall, and the office at No. 3 South Market street was retained as a branch office and later was moved to the Fiske building at 89 State street, where it remains to the present time. On its walls may be seen oil paintings of the past presidents of the old Faneuil Hall National Bank, well remembered by many of the present depositors of the Beacon Trust. The capital of the bank was increased to \$600,000.00 when the Faneuil Hall Bank was taken over. In May, 1921, the Equitable Trust Company, with deposits of over \$2,000,000.00, was purchased.

As the main offices at 20 Milk street were too small, it became necessary to find new quarters, which were secured in 1922 with the purchase of the Bowdoin building at 31 Milk street. The structure was torn down and on the site was erected the building which in May, 1923, became the home of the Beacon Trust Company, provided with all modern conveniences of the thoroughly progressive bank, with vaults and equipment which have enabled it to extend its business. In December, 1928, the Liberty Trust Company merged with the Beacon and the bank capital was increased on January 1, 1929, to \$3,000,000.00, while the resources now amount to \$45,000,000.00. The Beacon Trust Company has recently voted for a reduction in the par value of its thirty thousand shares of \$100.00 par stock to \$20.00 and the distribution of five new shares for each old share held, at which time the stock was selling at about \$312.00 per share. The Beacon Trust Company was the second trust company of Boston to take advantage of the new law permitting the split-up of bank stocks. The officers of the bank in 1929 are: Charles B. Jopp, president; Allan H. Sturges, vice president and treasurer of the Liberty branch; and Frank B. Lawler, vice president in charge of the Faneuil Hall branch. Other vice presidents are Henry H. Pierce, J. Henry Miley, George B. Wason, Leverett A. Haskell, Alfred S. Nelson and Edwin S. Drowne. The secretary is Robert G. Shaw, Jr., and Francis A. Cross is trust officer. On the list of the directors appear the names of many prominent business men of Massachusetts, including, in addition to the officers already mentioned: Edward E. Babb, Augustus T. Beatey, Richard De B. Boardman, N. B. Kneass Brooks, Cecil H. Cummings, Charles R. Gow, Casper M. Grosberg,

James R. Haigh, William P. Hart, Fred D. Jordan, Arthur L. Lougee, Henry W. Newhall, Gardner Poole, Lewis I. Prouty, Burt W. Rankin and Vincent C. Stanley.

HAROLD A. MARVIN

Harold A. Marvin, who in 1914 became one of the organizers of the accounting firm of Cooley & Marvin of Boston, which also specializes in industrial engineering and appraising, was born in Traer, Iowa, September 4, 1879, a son of Charles A. and Frances A. Marvin, both of whom were natives of St. Albans, Vermont. In this youthful days he was a public school pupil at Torrington, Connecticut, where he passed through consecutive grades to the high school, and when eventually his textbooks were put aside he obtained employment with the American Brass Company of Waterbury, Connecticut, with which he was associated from 1900 until 1906. In the latter year he became associated with Gunn-Richards & Company, a New York accountant and industrial engineering firm, and remained therewith until 1913. Since 1914 he has carried on business independently as a partner in the firm of Cooley & Marvin but along the same line in which he had previously engaged. The firm enjoys not only a liberal patronage as accountants but also does important work in the field of industrial engineering and appraising, having many clients whose strong endorsement of their efficiency is perhaps their best advertisement.

On the 5th of June, 1918, in Boston, Mr. Marvin was united in marriage to Agnes Turner, of Cambridge, Massachusetts, and they have become parents of three children: Betty, Nancy and Richard. Mr. Marvin is a member of the Algonquin Club, the University Club, the Boston City Club and the South Shore Country Club. Through his club associations, as well as through business, he has constantly broadened his acquaintance and the sterling worth of his character is the basis of the strong friendships accorded him.

GIUSEPPE E. GUILLERMIN

Giuseppe E. Guillermin is the president of the Banca Commerciale Italiana Trust Company of Boston, which has done much to further the interests of the parent organization of Italy in the New England states. Throughout his entire business life he has been identified with banking and for twenty-five years has been associated with the Banca Commerciale Italiana of Milan, Italy, maintaining banking institutions in practically every city of importance in Italy and foreign branches in London, Constantinople, New York and Boston. As president in charge of the Banca Commerciale Italiana Trust Company in Boston, Mr. Guillermin has



HAROLD A. MARVIN

made this an important connecting link between the parent institution and the large Italian colony of Massachusetts. Moreover, he is planning a future program of expansion for New England with the opening of branches in other cities and towns and is thus a prominent contributing factor to the success of a plan which is world-wide in its scope and is proving a most substantial element in financing enterprises in which particularly people of Italian birth or extraction are interested.

Mr. Guillermin was born in Parma, Italy, a son of Edoardo and Pia (Marchi) Guillermin, and pursued his education in classical schools of Parma. During the World war period he served as a lieutenant of the Two Hundred and Tenth Infantry Regiment on the Italian front and received the Croix de Guerre. He is a member of the City Club of Boston but he gives the major part of his time and attention to the important financial interests under his control as president of the Banca Commerciale Italiana Trust Company of Boston.

The parent concern is a representative of those gigantic institutions which have replaced the old-fashioned banking house and whose activities and influence are encountered in every town and in every walk of life. It had a modest beginning in 1894 and in the interim of thirty-five years has attained a prominent position among the leading banks of the world. It started business in Milan, the industrial, commercial and financial center of Italy, with a capital of twenty million lire and became an important feature in the development of the Mediterranean and Southern Railway Companies and also in the hydro-electric developments of Italy, joining with the banking house of Zaccaria Pisa and Feltrinelli in financing the increase of capital of the Edison Electric Company. In the course of two years the bank had become an outstanding factor in all fields of national economic progress.

The end of the war between the United States and Spain in 1899 gave a new stimulus to business throughout Europe. Italy greatly benefited thereby and the Banca Commerciale Italiana could once more turn its attention to furthering Italian enterprises by sponsoring new hydro-electric development and by assisting the silk and cotton industries. The year 1906 may be considered in some ways as closing the first chapter in the history of the bank. It had broadened its field of business connections to a marvelous extent, but all of these activities at home did not prevent the directors from watching possibilities abroad and the year 1906 marked a very striking departure along that line. For the first time the bank took a substantial interest in a foreign concern by undertaking the increase of capital of the Banca Commerciale Italo-Brasiliana of Sao Paulo, where a large Italian community, with wide and important commercial and industrial interests, had been established. In a severe crisis in 1907 the constitution and the strength of the parent institution was firmly established. The Banca Commerciale Italiana participated in the arrangements made by the treasury of Italy, the banks of issues and other credit institutions with a view to mitigating such effects of the crisis as were felt at home. The most important operations in which the bank took

part during that year were to further increase the capital of the Edison Electric Company, the Terni Company and the reorganization of the Fiat Motor Works. The most significant event of that year, however, was the bank's participation in transforming the Sao Paulo institution into the Banque Francaise et Italienne pour l' Amerique du Sud, in conjunction with the Banque de Paris et des Pays Bas.

At that period also the decision was taken to open a branch in London. In 1914, while the bank was preparing to celebrate its twentieth anniversary, the World war broke out. This crisis found the bank strongly established and equipped to face the greatest upheaval in the world's history. The next period, from 1914 to 1919, may be considered a separate chapter in the bank's annals, closing with its twenty-fifth anniversary. Following the war came the further expansion of its business with the establishment of two new world affiliations, one in New York and one in Boston.

VOSE & SONS PIANO COMPANY

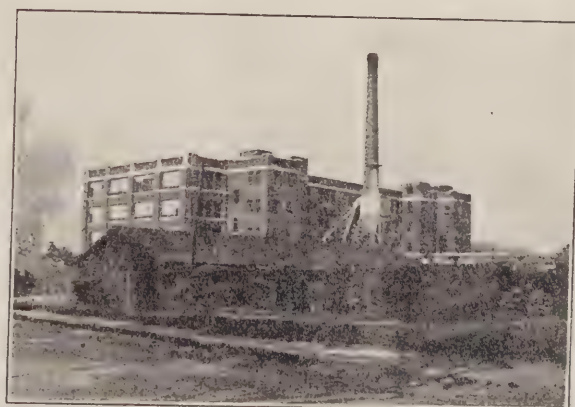
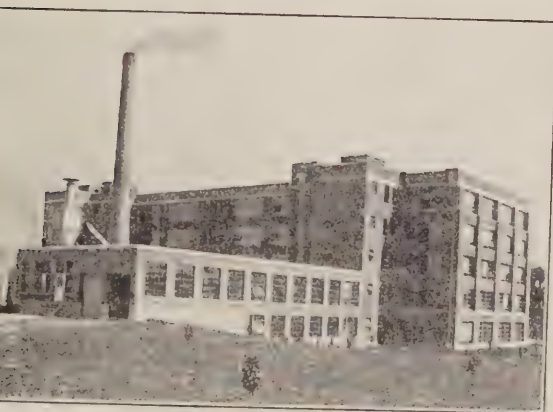
Culture early took root on New England soil. Many of the settlers of this section of the country came from homes of the old world where learning and the arts had found a place and they brought their love of all this with them to the new world, but it was some generations before the settlers could turn from the practical things of life which they had to face and give their attention to the arts. However, the first piano made in America was produced at Milton, Massachusetts, by Benjamin Crehore in 1790. He was one of the distinguished early settlers of Milton who were descended from the Pilgrims. At that time few pianos were owned in America and these were imported or contained parts made in the old country and shipped to the new world to be assembled. Interested in the project of Benjamin Crehore and financially assisting him in the undertaking was Lewis Vose, so that the name of Vose became identified with the first piano made in the United States. Since that time the name has become a synonym for all that is best in piano manufacturing.

The ancestral records of the family are traced back to Robert Vose, who was born in England in 1599, the youngest son of Thomas Vose, and who in 1654 settled in Milton. The records contain the names of Edward Vose, 1636; Nathaniel Vose, 1672; Nathaniel Vose, Jr., 1699; Oliver Vose, 1734; John Vose, 1756; Whiting Vose, 1789; James Whiting Vose, 1818; Willard Atherton Vose, 1851; George Atherton Vose, 1876; and Atherton Cushing Vose, 1911. It is George Atherton Vose who is now the head of the business with which the family name has been so long identified.

Two of the direct descendants of Robert Vose were Lewis and Whiting Vose, both of whom were prominent in the business circles of Milton in the latter part of the eighteenth century. The latter was the father of James Whiting Vose, of Milton, the founder, who early displayed an



First VOSE Factory 1851



~ The Present VOSE Plant ~

artistic trend and in his youth was apprenticed to learn the trade of expert cabinetmaking. After acquiring proficiency in that line he began giving special attention to action and key making, and the skill and workmanship which he developed influenced him to take up the business of making fine pianos, based upon his knowledge of expert cabinet work and key and action building and his realization of the growing demand for a really excellent musical instrument. The enterprise had its inception in 1851, at which time James W. Vose was owner of a three-story factory in which was built the first Vose square piano, which is still in use today. This was the beginning of a business that has been developed until today there are almost one hundred thousand Vose pianos in use. James W. Vose continued active in the business for a number of years, to be succeeded later by his son, Willard Atherton Vose, and his grandson, George Atherton Vose. From the beginning the company has never deviated from the highest standards and has shown much of the pioneer spirit in initiating improvements which have developed the high standards of excellence and proficiency that characterize the Vose product. The founder of the business realized that he could give value to the name of Vose only by making it a synonym for high quality, and with this in mind he began to build, and year by year the Vose piano became better and better known as a piano of exceptional musical value and durability. For over seventy-five years the Vose piano has been developed and advanced along these lines, and the painstaking work of James W. Vose, the founder, has been taken up by his descendants, whose sole aim is to make a piano that will maintain the Vose standard of excellence and do credit to their name. The present factory was built on the New York and Boston Post boulevard, next to the United States government buildings, at the entrance of Watertown. This is a great brick structure, five stories in height, with every modern equipment and facility for the production of pianos. It is yearly visited by many who find great enjoyment in going over the plant and seeing the methods of constructing the piano. The product from this factory is found in every section of the country today in many styles, both modern and period-model case designs. The old Coolidge homestead in Plymouth, Vermont, contained one of the pianos early turned out by the Vose factory and is now being used in the meeting hall of the Coolidge building for rehearsals and musical events. The Vose piano is found in leading schools and churches as well as homes throughout the country.

It is fitting in this connection to add personal mention of Willard A. Vose, who until his recent death in Brookline, in 1929, was the oldest actively engaged president of piano manufacturing concerns in the country. Mr. Vose was born in Boston, November 21, 1851, the year in which his father established the business of the Vose & Sons Piano Company, and when he had attained the age of seventeen years he became his father's associate in the business, in connection with which he showed such adaptability and capability that later he took over the management of the enterprise, which he brought to world-wide recognition. At the time of his father's death in January, 1904, Willard A. Vose was general manager

of the business and treasurer of the corporation and succeeded his father to the presidency of the company, so continuing until his own demise. The progressive policy of the house was largely his and the spirit of enterprise that actuated him resulted in bringing the Vose piano interests to a point of nation-wide leadership.

On attaining his majority Mr. Vose was united in marriage to Miss Emma Bartlett Perley, of Boston, and they became parents of two children: George Atherton Vose, who, following in the footsteps of his father, became treasurer of the Vose & Sons Piano Company; and Florence Perley Vose, now Mrs. Reginald Campbell of Pelham, New York.

Mr. Vose had attained the age of seventy-eight years ere death called him and remained an active factor in the conduct of the business to the end. He bore an unassailable reputation in commercial circles because of the high standards which he ever followed and the commendable policy which he instituted in connection with a business that grew and developed under his leadership until it took place as one of the leading manufacturing enterprises of the state.

W. F. COBB & SON COMPANY

Some time during the month of April, in 1830, a trucking firm was formed in Boston which has continued as one unit, but under eight different organizations, viz.: Shattuck & Rich; Burton, Abbott & Company; Burton, Page & Company; Page, Heart & Company; Page, Wright & Company; Page, Noyes & Company; Page, Fifield & Company; Fifield, Richardson & Company, who operated as such until March 1, 1929.

At the outset the operating equipment consisted chiefly of the old-time hand carts, a few of which may be seen in use by peddlers today. Very few horses were used at the early stages of the organization. Gradually horses became more common and year after year as business methods were improved, together with various changes in the original firm, the horse and wagon equipment became so standardized that efficiency was regarded as about one hundred per cent. This was from about 1905 to 1910, at which time the motor truck entered the field, necessitating further radical changes in business methods. The first motor trucks which appeared on the market were not entirely reliable, but since that time improvements have multiplied so quickly that the motor trucks of today are nearly perfect.

One of the phases of present day business methods is consolidation. On March 1, 1929, Fifield, Richardson & Company and W. F. Cobb & Son consolidated and began to operate under the name of W. F. Cobb & Son Company, who also have been operating for about fifty years.

In the early days it was necessary to use sleds during the winter months, but today with the possible change in the winter seasons, together with the modern snow-removing equipment, very few sleds are

in use. About fifty years ago there occurred the necessity of sending sleds over the ice of Boston harbor, for it was frozen solid. A channel was cut through the ice so that the vessels could line up and deliver their cargoes to the various truckmen.

The equipment of the W. F. Cobb & Son Company today consists of horse-drawn and motor vehicles of various sizes for all sorts of work. The men employed by the company are experienced in special lines and some have been in its service for a great number of years.

Elisha W. Cobb is the treasurer of the W. F. Cobb & Son Company, conducting the largest trucking and freight forwarding business in Greater Boston. He was born in Denver, Colorado, September 30, 1884, and is a son of William F. and Mary Ann (Jordan) Cobb, both of whom were born on Cape Cod. The son attended the high school at Melrose, Massachusetts, and then became active in connection with his father's teaming business in 1903. Upon the father's death he succeeded to the ownership of the business, which in 1929 was merged with that of Fifield, Richardson & Company under the name of the W. F. Cobb & Son Company. In the new organization Herbert S. Richardson is the president, with Mr. Cobb as treasurer. The merging of their interests led to the establishment of a mammoth trucking and freight forwarding business and their patronage is steadily increasing. They handle everything with the greatest care, making a point of precision and accuracy in the conduct of the business, and their well established reputation insures a continuance of public support.

At Hanover, Massachusetts, October 12, 1910, Mr. Cobb was married to Miss Fannie T. Guth, of that place. They have three children: Jane, Elisha W., Jr. and Theodore K., who are now in Switzerland pursuing a four years' course of study, after which they will return to enter college in America.

Mr. Cobb is a member of the First Corps of Cadets and fraternally he is connected with the Masons. He belongs to the Chamber of Commerce and to the University Club and the nature of his recreation is indicated in the fact that he has membership relations with the Charles River Country Club and the Newton Center Squash Tennis Club.

THE J. & L. TOOL COMPANY

A representative of industry in the field of mechanics at Attleboro is the J. & L. Tool Company, which was established in January, 1912, by Emil L. Johnson and Olaf Lundsten under a partnership relation which still exists. They began business in the same building in which they are now located but started on a small scale with about six employes. Their trade has since gradually grown and developed until they now employ as many as from thirty-five to forty-five people in the manufacture of findings for manufacturing jewelers. Their products are now sent through-

out the United States and to some extent into Canada. They manufacture belt buckles, belt slides, collar pins, tubing bracelets, wrist watch bracelets and novelties. They also do considerable contract work in the manufacture of jewelers' tools, press work and stamping.

Both Mr. Johnson and Mr. Lundsten were born in Sweden. The latter came to America in 1896, settling in Attleboro, where he learned the trade of tool making. He afterward worked in Providence for several years and then returned to Attleboro in 1906, after which he followed his trade in the employ of others until 1912, in which year he organized the present partnership. Mr. Lundsten was married in 1903 to Emma Anderson, of Sweden, who crossed the Atlantic in the same year. They have two children, Everett H. and Arthur A., living in Attleboro.

Emil L. Johnson came from Sweden to America in 1899, landing at Pawtucket, Rhode Island. He learned the tool-making trade in Central Falls and afterward worked in Attleboro at tool making for about five years or until 1912, when he formed a partnership with Olaf Lundsten, since which time they have carried on business under the present firm name, meeting with a substantial measure of success.

Emil L. Johnson was married June 20, 1907, to Bertha Larson, a native of Sweden, who came alone to America in 1902. They have three children: Alice L., Edith V. and Alvin N., and the family home is maintained in Attleboro. Both Mr. Johnson and Mr. Lundsten are members of the Loyal Order of Moose and the latter is also identified with the Fraternal Order of Eagles, while both are affiliated with several Swedish organizations. The partners have never had occasion to regret their determination to seek homes in the new world. They found this to be a land of opportunity for men who are not afraid of work and their industry and diligence have constituted a sure and safe foundation on which to build success.

CHARLES W. HENDERSON

Among the many interesting business enterprises which to the public represent more than mere manufacture and a matter of exchange of money in the purchases of the community is the Dorchester Pottery Works, of which Charles W. Henderson is the proprietor. The story of the development of this enterprise is an interesting one and Mr. Henderson became associated therewith in 1907. He was born in New Haven, Connecticut, April 26, 1891, and is a son of George and Margaret (Wilson) Henderson, but the father died in March, 1928.

In the attainment of his education Charles W. Henderson attended the Commerce high school and worked after school hours in his father's pottery. From early boyhood he was keenly interested in the business, conducted under the name of the Dorchester Pottery Works and devoted to the manufacture of special pottery and stoneware. This is the only enter-



CHARLES W. HENDERSON

prise of its kind in the east and from the beginning the highest standards have been maintained in the manufacture of the products. When his textbooks were put aside Charles W. Henderson became associated with his father in the business and passed through all of the departments in the plant, acquiring an intimate and accurate knowledge of each phase of manufacture and of operation, thereby becoming thoroughly competent to assume the entire management of the business. For many years he had complete charge of the sales department and covered a part of the territory himself for many years, establishing pleasant relations between the house and its many patrons. He is now sole owner of the plant, which has been enlarged, while the output has greatly increased under his supervision. He has closely studied the processes involved, has introduced new ideas and has held closely to the traditions of the house in the matters of standard and attractive production.

On the 25th of December, 1920, Mr. Henderson was married to Miss Ethel Hill, of Dorchester, a daughter of Charles A. Hill, a well known insurance man of this section of the state.

Mr. Henderson is a Mason, belonging to the Knight Templar commandery and to the Mystic Shrine, and he also has membership in All Saints church. Without ostentation or display he pursues the even tenor of his ways, accomplishing what he purposes as the result of close application and indefatigable energy, and he is recognized as a progressive business man who is responsible for the constant improvements which are being made in the line of his life work.

J. H. PECKHAM & SONS, INC.

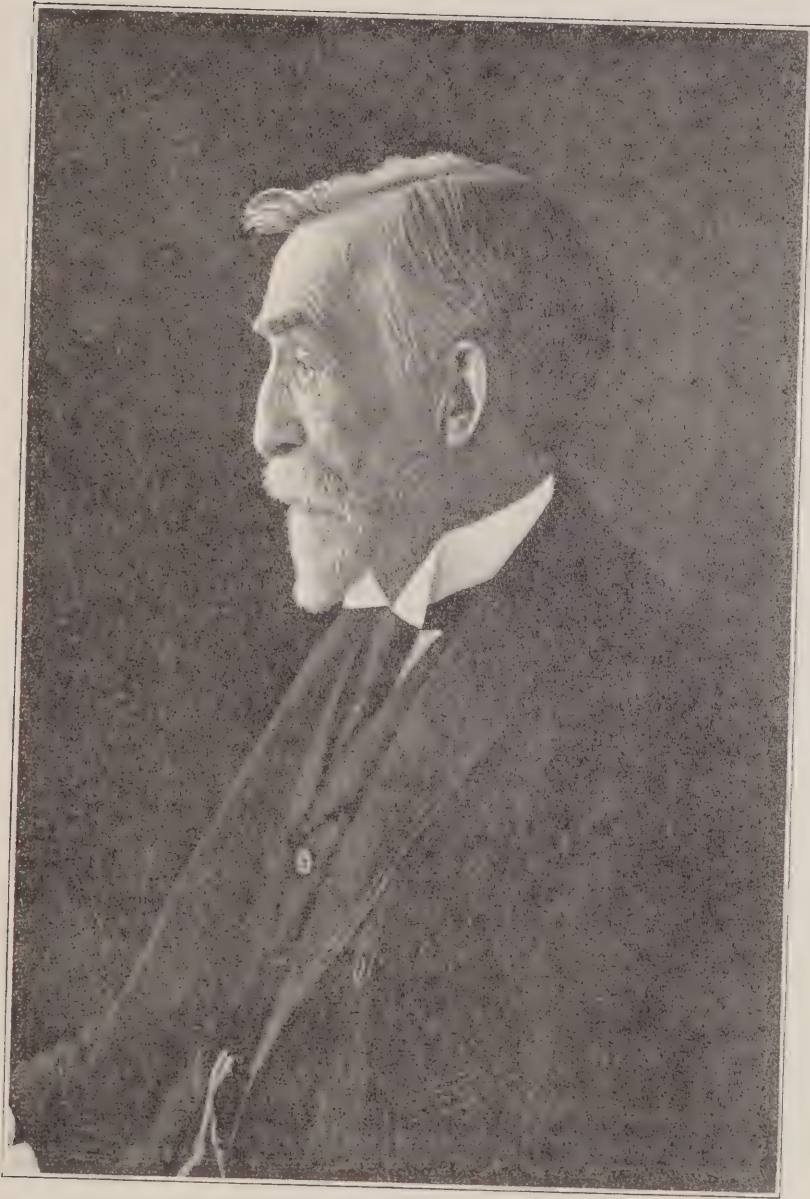
J. H. Peckham & Sons, Inc., is the name under which is conducted one of the most important business interests of North Attleboro, devoted to the manufacture of high grade jewelry for many years. The company is now manufacturing ladies' imitation platinum jewelry. The business was established in 1893 by John H. Peckham, Sr., who came from Newport, Rhode Island, when a young man and entered the employ of E. Ira Richards, who at that time had one of the largest concerns in the Attleboros. Here he served his apprenticeship and worked his way gradually upward to the position of general manager. He left the employ of that company to go into business for himself in 1893, and while he started on a very small scale, he soon built up a large trade, developing an enterprise of much importance to the city. Charles S. Peckham, the eldest son, has been associated with his father since 1897 and William B. Peckham became a member of the firm at a later date and was made the New York representative, now maintaining an office in the metropolis. Harry T. Peckham, another son, was foreman of the plant for a number of years but died in 1919. John H. Peckham, Jr., became a member of the firm in 1919. In 1928 the business was incorporated under the name of J. H.

Peckham & Sons, Inc., with William B. Peckham as president, Charles S. Peckham as treasurer and John H. Peckham, Jr., secretary.

Their plant is located in the Manufacturers building and they employ about one hundred people in the production of products which are marketed throughout the United States and Canada. The father is now living retired, while the three surviving sons, all of whom were born in North Attleboro, still continue the business and maintain it at the same high standards inaugurated by the father. All three of the sons are members of the Masonic fraternity and they occupy an enviable place in the regard of their fellow citizens.

LUTHER WHITE

Though a decade and a half has passed since Luther White departed this life, he is still remembered among the older residents of Hampden county as a leading lawyer and judge of Chicopee, where he successfully practiced his profession for forty-four years. Aside from his work at the bar and on the bench he was identified in official capacity with various industrial, commercial and financial concerns of the Bay state. He was born at Granby, Hampshire county, Massachusetts, September 2, 1841, and passed away at Chicopee, March 15, 1914. His education was begun at the place of his nativity and continued in the Chicopee high school, from which he was graduated with the class of 1856. Two years later he completed a course in Williston Seminary of Easthampton, Massachusetts, and in 1864 he was graduated from Brown University of Providence, Rhode Island. He then studied law under the direction of Charles D. Robinson of Charlestown, Massachusetts, and in 1869 was admitted to the bar. The following year he opened an office in Chicopee, where he continued in the active practice of his chosen profession throughout the remainder of his life, or for a period covering more than four decades. His clientage grew steadily with the passing years and he became widely recognized as one of the most capable and successful attorneys of the district. He was president of the common council in 1891; was appointed city judge in 1903 and also made a commendable record in the office of city solicitor, which he filled from 1903 until 1912. Moreover, he became a factor in financial affairs as a director of the Chicopee First National Bank and as a trustee of the Chicopee Savings Bank, serving as secretary of the corporation for many years. In industrial circles, too, his cooperation was sought and he contributed materially to the success of the Ames Manufacturing Company, subsequently the Ames Sword Company, in the official positions of treasurer and director, and to the business expansion of the Overman Wheel Corporation during ten years' service as vice president. He was also a director of the Chicopee Gas Light Company and long occupied a position of leadership in his community. Judge White was a republican in politics, while his religious faith was indicated by his mem-



LUTHER WHITE

bership in the Third Congregational church. He likewise belonged to the Brown University Club of Springfield. He was a trustee of the Chicopee Public Library and a member of the County, State, and American Bar Associations.

On the 5th of October, 1871, in Chicopee, Judge White was united in marriage to Mary J. Hadley, a native of Worcester, Massachusetts, born August 29, 1846, and a daughter of Moses C. and Adeline (Wells) Hadley, of Chicopee. She passed away here on the 6th of October, 1912, leaving a daughter, Mabel, who resides at 151 Fairview avenue, Chicopee, Massachusetts.

OLD COLONY ENVELOPE COMPANY

The Old Colony Envelope Company of Westfield began the manufacture of envelopes in Springfield in February, 1921, with two envelope machines. In July, 1922, the business was removed to Westfield, at that time the equipment consisting of eight machines. The steady growth of the enterprise is shown in the fact that the present equipment consists of thirty-six machines. The original purpose of the company was to produce envelopes for the engraving, advertising and greeting-card trade rather than to enter the already crowded field of commercial envelope converters. The plans were well formulated and have been promptly executed; thus the success of the business was assured from the beginning. At the present time there are over one hundred and fifty jobbers from coast to coast stocking this product. The plant is equipped with the latest machines for lining envelopes with tissue and for the execution of deckle-edged work, these machines having been developed by the Old Colony executives. The best known of the machines is the Champion lining machine, which is now sold throughout the entire country. Another of the machines of the company has been developed for the printing of cards and envelopes in three-color designs.

The officers of the company are: F. A. Juckett, president; Ray L. Lockwood, treasurer; Charles R. Bell, secretary and sales manager; and J. N. Fountain, plant manager and superintendent. They have displayed a spirit of marked initiative in introducing new ideas, in developing their machinery and in meeting the demands for progress in the trade.

F. A. Juckett, the executive head of the business, which he acquired by purchase in 1922, is one of the successful representatives of manufacturing interests in the Bay state. He was born in York, Nebraska, January 8, 1883, a son of Abizer and Helen Juckett. There he remained until his father's death in 1890 and at the age of seven went with his mother to Dresden, New York, where his public school education was acquired. When a boy of eleven he earned his board and clothes by working after school and at the age of twelve began the study of telegraphy. He soon became proficient in that line of work and when a youth of fourteen was

made a telegraph operator for the Delaware & Hudson Railroad at Dresden. Mr. Juckett also filled a similar position in a hotel at Saratoga, New York, and in 1898 entered the employ of the Postal Telegraph Company at Albany, New York. In 1900 he became telegrapher and express agent of the Boston & Albany Railroad at Mellenville, New York, and in the same year was made ticket agent at Westfield, Massachusetts. Subsequently he was transferred to West Pittsfield, going from there to Winchendon, Massachusetts, and in 1912 became station agent at Mittineague, this state. It was in 1912 that he became associated with the Strathmore Paper Company, with which he was connected for a decade, or until 1922, when he purchased the business of the Old Colony Envelope Company, then located on Hampden street in Springfield, Massachusetts. In July, 1922, he acquired the present buildings of the company in Westfield, where the enterprise has since been carried on. Some idea of the remarkable growth of the business under his capable control may be gained from the fact that the number of employes has been increased from eleven to two hundred and forty. As above indicated, Mr. Juckett is president of the company and displays a progressive spirit and keen sagacity in the conduct of its affairs. He is also a director of the Rising Paper Company and the First National Bank of Westfield, and is a trustee of the Woronoco Savings Bank. In Mellenville, New York, Mr. Juckett was united in marriage to Laura Fassett and they have a son, J. Walter Juckett, who is a junior at Norwich University and major of the University Cavalry unit.

Ray L. Lockwood, treasurer of the company, was born in Pittsfield, Massachusetts, June 8, 1887, a son of Herbert and Corina Lockwood. In early life he learned the jeweler's trade, which he followed until January, 1921, when he merged his interests with those of the Old Colony Envelope Company, and through the intervening period of eight years has served as treasurer of the corporation. He applies himself assiduously to the work in hand and his unfaltering industry, close application and sound judgment are vital elements in the success of the undertaking. On the 9th of September, 1908, Mr. Lockwood was married to Miss Fannie Juckett and they became the parents of three children: Eleanor, an accomplished musician; Robert, who died at the age of five years; and Ruth, at home.

Charles R. Bell, secretary and sales manager of the company, was born in Lakeville, Connecticut, November 1, 1880, a son of Charles H. and Carrie R. (Royce) Bell, and acquired his early education at Sheffield, Massachusetts, continuing his studies at Great Barrington, this state. Entering the employ of the New York, New Haven & Hartford Railroad, he was made assistant ticket agent in the Great Barrington office, where he remained until 1898, and in the following year went to Housatonic, Massachusetts, as timekeeper for the Rising Paper Company. Diligent and capable, he was steadily promoted, becoming purchasing agent, and later was chosen office manager. He acted in the latter capacity until 1917, when he entered the service of his country, and was sent to the

officers' training camp at Plattsburg, New York, where he was commissioned a first lieutenant. Later he was promoted to the rank of captain and detailed for duty with the Three Hundred and Fourth Aero Squadron at Detroit, Michigan, where he was stationed for four months. He went from there to New Brunswick, New Jersey, and afterward was transferred to Chicago, with headquarters at the army supply depot on West Thirty-ninth street. There he had charge of government contracts for motor supplies, thus serving until October 6, 1920, when he received his discharge and has since been secretary and sales manager of the Old Colony Envelope Company at Westfield. The duties of these offices he discharges with the thoroughness, ability and fidelity that have characterized his entire career and his efforts in behalf of the firm have been beneficially resultant.

Mr. Bell was married October 9, 1920, in Housatonic, Massachusetts, to Miss Alice M. Lennon, and they now have two children, John and Patricia.

Joseph N. Fountain, plant manager and superintendent of the Old Colony Envelope Company of Westfield since 1923, was born in Chicopee, Massachusetts, July 26, 1890, a son of Fred and Delima (Papineau) Fountain. In pursuit of an education he attended the grade and high schools of his native city and after putting aside his textbooks learned the trade of tool maker in the Stevens Arms Company and Stevens-Duryea plants of Chicopee. He spent five years as a journeyman machinist. In 1911 he joined the United States navy, serving on the U. S. S. Florida until 1915, when he came to Westfield, Massachusetts, where his mother was then residing. Here he worked at his trade for five years and for one year during the World war period was employed in the Westinghouse plant at Springfield. Following the close of the war he entered the service of the United States Envelope Company at Springfield, where he gained much valuable knowledge which has proved of great benefit to him in his work with the Old Colony Envelope Company, which he joined during the infancy of that concern in August, 1920. The development of special machines mentioned elsewhere in this article was the result of his practical knowledge, combined with ideas advanced by his associates in the company. In 1923 he was made plant manager and superintendent. Mr. Fountain was married at Chicopee, Massachusetts, to Eva E. Fleury and they are the parents of four children: Rita, Albert, Constance and Eva.

EDWARD S. TOWNE

The National Blank Book Company, a business organization of Holyoke, has as executive officer Edward S. Towne, who has gradually worked his way upwards to the presidency of this organization. He has reversed the usual order of removals in this country by coming to the east from the Pacific coast. A native of San Francisco, he was born

April 16, 1866, and his parents were James Weld and Cynthia (Gowing) Towne. His youthful days were spent on the western coast and in 1888 he arrived in Holyoke, Massachusetts, at which time he became connected with the National Blank Book Company. His association therewith has been continuous and recognition of his ability and his loyalty to the organization won him advancement to the office of assistant treasurer. He was next made treasurer, then secretary and at length became president of the company, which for many years has featured as one of the principal productive industries of the city. Its business is now of a substantial character and its progressive policies are resulting in a continuous expansion of its trade relations.

On the 14th of September, 1893, at Richmond, Indiana, Mr. Towne was married to Miss Joanna Maude Hogan, a daughter of John D. and Mary E. (Sands) Hogan. Their only child, Herbert Sands Towne, was born October 9, 1899. Mr. Towne is well known in Masonic circles and after taking the degrees of the lodge, chapter and council he became a member of St. Andrews Commandery, K. T., and of Melha Temple of the Mystic Shrine. He is a past thrice illustrious master of Holyoke Council and a member of the Grand Council of Massachusetts and Rhode Island and from his earliest association with Masonry he has been a worthy exemplar of the teachings and purposes of the craft. The Holyoke Canoe Club numbers him among its thirteen charter members and he also became one of the organizers of the Holyoke Yacht Club, of which he was made the first commodore. These associations indicate the nature of his recreation, and his social qualities make for popularity wherever he is known.

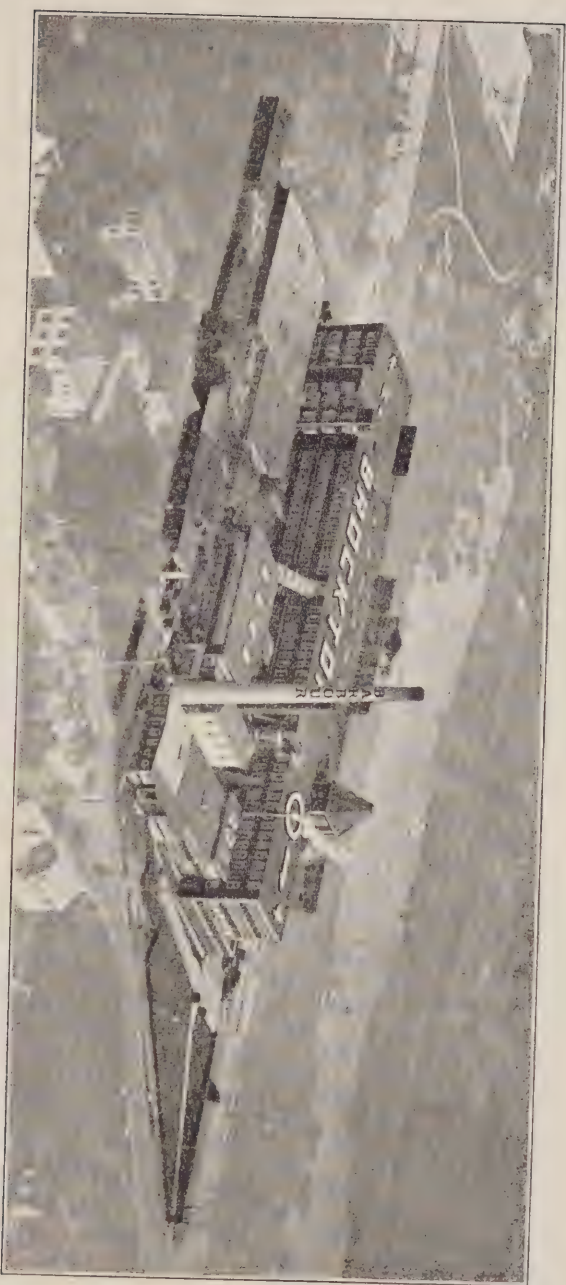
THE BARBOUR WELTING COMPANY

In 1892, John Barbour, father of the present owner of the Barbour Welting Company, began the manufacture and sale of rands, in a small room in the downtown section of Brockton, under the name of the Brockton Rand Company, and a few months later the founder's son, John A. Barbour, was admitted to the partnership, which continued until 1910, when John Barbour died.

In the meantime, the business had prospered, and had changed in character. Larger quarters had been secured in the Lilly-Brackett shoe factory, and the manufacture of heels had been developed into the largest department of the concern.

On July 23, 1900, Perley E. Barbour became associated with the business, and after the death of his father became a full partner with his brother.

Seven years later the quarters were outgrown, and the concern was moved to the Montello district, where the famous old James Mean shoe factory was acquired from the W. L. Douglas Shoe Company, which at that period was operating it as its No. 2 plant.



BARBOUR WELTING COMPANY

At about that time the manufacture of welting was added, and the rand and heel business was dropped, the entire energies of the partners being devoted to the production of welting. Later the plant was purchased, and during the past fifteen years has been enlarged four times, until today it affords 240,000 square feet of area. The name of the concern was changed to Barbour Welting Company, and upon the death of John A. Barbour in 1925, Hon. Perley E. Barbour became the sole owner.

Originally, the manufacture of welting was a comparatively simple operation, a few styles, sizes and colors caring for the demands of the shoe trade, but as the Goodyear welt process grew throughout the country, the ramifications of the welting business were broadened. New styles, patterns, colors and patented novelties were added to the line until today anything and everything that can possibly be used as a welt is produced in the Montello factory. Among the company's patented specialties is the well-known Stormwelt, which in the last five years has sold to the extent of millions of yards.

The third generation of Barbours is now a partner in the business, as Walter G. Barbour, son of Hon. P. E. Barbour, became associated with the concern two years ago. The present daily capacity of the plant is 150,000 yards of welting a day, and the product finds a market in every community in the civilized world, where shoes are made by the welt process. The Barbour Welting Company has export connections in twenty-seven foreign countries, and operates its Boston office at 12 High Street.

Hon. Perley E. Barbour is publisher of the *Quincy Evening News*, of Quincy, his "home town," and he is a partner in the Hayward Hosiery Company of Ipswich. He served for two years as the mayor of Quincy.

PERLEY ERNEST BARBOUR

Perley Ernest Barbour is a leading figure in industrial circles of his native state as sole owner of the Barbour Welting Company of Brockton, operating the largest factory of this character in the world, the product of which is known over the entire country. The plant of the company is located at 937 Montello street, in Montello, Massachusetts.

Perley E. Barbour was born in Haverhill, Massachusetts, October 7, 1879, a son of John and Malissa Ann (Hanson) Barbour, who were natives of Windsor, Vermont, and Buxton, Maine, respectively. The father was engaged in the grocery business during the early years of his active business career and subsequently founded the Brockton Rand Company, later known as the Barbour Welting Company, which he carried on successfully to the time of his death in 1910. Local public affairs elicited his active interest and for several years he served as a member of the Brockton city council. During the Civil war he enlisted in the Fourteenth New Hampshire Volunteers, with which unit he served as corporal. Throughout the remainder of his life he maintained pleasant associations with his former soldier comrades as a member of the Grand Army of the Republic, being

first connected with the Brockton Post and afterward with the Braintree Post.

P. E. Barbour acquired his early education in the public schools of Brockton and after one year's high school work there entered Thayer Academy at Braintree, Massachusetts, for a preparatory collegiate course. When this was completed he matriculated in Yale University, from which he was graduated in 1903. Thereafter he became associated with his father in the Brockton Rand Company and that connection was maintained until the death of John Barbour in 1910, when the firm name was changed to the Barbour Welting Company of Brockton, of which P. E. Barbour was a partner. In 1925, upon the death of his brother John A., he secured control and since that time he has been sole owner of the business. Thus he is now at the head of the largest welting factory in the world and furnishes employment to three hundred workmen. Aside from his important and responsible duties in this connection he is a member of the board of directors and member of the executive committee of the Quincy Trust Company, of which he was at one time president, being chosen the executive head of the institution after three years' service in the capacity of vice president. He is likewise treasurer of the Hayward Hosiery Company of Ipswich and is widely recognized as a business man of pronounced ability and keen discrimination. In 1928 he organized the Barbour Publishing Company of Quincy, Massachusetts, of which he is president and treasurer and which publishes the Quincy Evening News, a daily paper.

On the 14th of October, 1901, Mr. Barbour was united in marriage to Mary A. Graham, a native of Quincy, Massachusetts, and they are the parents of three children: Walter G., Richard H. and John.

Mr. Barbour is a staunch republican in politics and keenly interested in affairs of public moment. In 1921 he was elected a member of the city council of Quincy from the first ward and thus served for a four-year term, acting as chairman of its committee on finance in 1923-24. He served as mayor of Quincy in 1925-26, giving to the city a progressive and business-like administration characterized by many measures of reform and improvement. His religious faith is indicated by his membership in the First Congregational church of Braintree and fraternally he is affiliated with the Masonic order, belonging to Delta Lodge, F. & A. M.; Weymouth Chapter, R. A. M.; Quincy Commandery, K. T., of which he is a charter member; and all the Scottish Rite bodies, including Massachusetts Consistory. He has likewise crossed the sands of the desert with the Nobles of Aleppo Temple of the Mystic Shrine. Appreciative of the social amenities of life, he is well known and popular in club circles as a member of the Yale Club of Boston, the Yale Club of New York, the Zeta Psi college fraternity, the Zeta Psi Club of New York, the Stoney Brae Golf Club and the Kitansett Golf Club. Golf and bowling constitute his favorite sources of recreation. As a worthy native son and representative



PERLEY E. BARBOUR

manufacturer of the Bay state, Mr. Barbour is well entitled to mention in a work of this character.

The first airway marker in Brockton was recently placed on the roof of the Barbour Welting Company factory in the Montello section of the city. Invisible to the passerby on the ground, the marker is most conspicuous and of immense value to aircraft. The letters are made of wood. They are eighteen feet in height, and the entire sign is over one hundred and fifty feet in length. The letters are raised on legs about one foot from the flat surface of the roof, and are painted chrome yellow, an effectual contrast with the black gravel roofing material. The airway marker is made in strict accordance with specifications of the United States Department of Commerce, and spells the word "Brockton" in very plain, bold letters, followed by a large circle and the figure "4" with an arrow, indicating that it is four miles to the Brockton airport. On the opposite end another large arrow and the letter "N" points to the true north. Officials of the Brockton airport are most appreciative of the public-spiritedness of Barbour Welting Company's action in providing this valuable marker, and state that it stands out sharply and should be of a great assistance to all aircraft flying over the city. The plant of the Barbour Welting Company is particularly well located for the purpose, as it is on the northern edge of the city, parallel to the railroad track, and is the first large factory building seen coming from the north. The Department of Commerce welcomes and recognizes this cooperation, and in years to come it is expected that every community will have one or more markers of this nature. It is excellent advertising for the city of Brockton, and an example of the progressive spirit which actuates Barbour Welting Company's activities.

JAMES PHINNEY MUNROE

James Phinney Munroe, who passed away February 2, 1929, was president and treasurer of the Munroe Felt & Paper Company, with offices at 77 Summer street, Boston. A native of Lexington, Massachusetts, he was born June 3, 1862, a son of James S. and Alice B. (Phinney) Munroe. He was accorded liberal educational opportunities and won his Bachelor of Science degree from the Massachusetts Institute of Technology in 1882 and his degree of Doctor of Literature from George Washington University in 1918. He was made a member of Phi Beta Kappa while a student at William and Mary College of Virginia in 1919. Following his graduation from the Massachusetts Institute of Technology he became secretary of the faculty and so continued until 1889. In that year he became a member of the firm of James S. Monroe & Company, with which he was continuously identified for four decades. In 1897 he was made treasurer of the Munroe Felt & Paper Company of Boston, of which corporation he was both president and treasurer from 1910.

Aside from his management of one of the large and important com-

mercial enterprises of this character in Massachusetts Mr. Munroe did active work in connection with educational affairs of the state. His interest in his alma mater was maintained uninterruptedly and from 1894 until 1897 he was president of the Alumni Association of the Massachusetts Institute of Technology, while in 1897 he became a life member of its corporation and was secretary of the corporation from 1909. He served as managing editor of the *Technology Review* from 1899 until 1908 and lost no opportunity to further the interests and welfare of the institute. In 1907 Mr. Munroe became chairman of the Lexington school committee and so continued until 1909, while for a decade, from 1908 until 1918, he was chairman of the Massachusetts Commission for the Blind. He became executive director of "Boston 1915," serving in 1910-11. He was particularly interested in the welfare and education of the blind and at the time of his death was a director of the National Committee for the Prevention of Blindness. He was likewise vice president of the North Bennet Street Industrial School and treasurer of the Garland School and was treasurer of the residuary estate of George O. Smith. He had membership in the Lexington Historical Society, of which he was president in 1898, and he belonged to the National Society of Vocational Education, of which he served as president in 1910-11. He was a member of the Boston Chamber of Commerce and was chairman of its committee on education from 1909 until 1912. He belonged to the Bostonian Society, the Unitarian Laymen's League, of which he was a director, the Massachusetts Civic League, in which he was chairman of the civil service committee, and rendered most effective service along the lines of broader educational development in Massachusetts. From 1917 until 1921 he was vice chairman of the Federal Board for Vocational Education and in the former year was also chairman of the Committee for National Service of the Massachusetts Institute of Technology. In 1927 he became president of the Benevolent Fraternity of Churches. He is widely known for his contributions to literature, largely upon educational subjects. In 1895 he published his work called "The Educational Ideal" and in 1903 brought forth "A Sketch of the Munro Clan, etc," and "Adventures of an Army Nurse." His authorship also includes "New Demands in Education," published in 1912; "The New England Conscience," 1915; "The Human Factor in Education," 1920; "A Life of Francis Amasa Walker," 1923, and numerous articles which have appeared in current magazines and encyclopedias. He was the editor of "Discussions in Education," by Francis A. Walker in 1899 and "History of Lexington," revised by the Lexington Historical Society in 1913.

Mr. Munroe was married July 2, 1885, to Katharine Winthrop Langdon, of Boston, Massachusetts, and they became parents of three daughters: Alice Langdon, deceased; Katharine Langdon, now Mrs. Frederic L. Day; and Elizabeth Winthrop. Mrs. Munroe has also passed away.

Mr. Munroe was well known in those clubs where men delight to foregather for the discussion of questions of wide interest or the current problems. He belonged to the Twentieth Century Club, of which he was

president from 1924 until his death; the Technology Club, of which he was president from 1896 until 1904; the Engineers Club, of which he was governor; the Massachusetts Reform Club, of which he was president from 1903 until 1909; the Puddingstone Club; Old Colony Club; the Technology Club of New York, of which he was vice president; and the Cosmos Club of Washington. His manufacturing interests were conducted with success, but probably his most effective labor was put forth in the educational and humanitarian fields through the introduction of higher ideals and of advanced standards of service both for those who would acquire knowledge and for those who need the assistance of their fellowmen.

F. M. HOYT & COMPANY

In 1901 Frank M. Hoyt established the business now conducted under the name of F. M. Hoyt & Company of Amesbury on a capital of four hundred dollars of borrowed money. He began the manufacture of peanut products in an old frame building, using a kitchen stove for roasting peanuts, which fact indicates the very small scale on which the enterprise was started. The business gradually grew, however, until he was utilizing a three-story building in its conduct. In 1914 he purchased his present building and has since erected an addition, whereby twenty-five thousand square feet of floor space has been provided, while his employes now number forty. His specialty is the Buffalo brand of peanut products, which include many kinds, and his market covers New England and various other parts of the country. The steady expansion of the business, making it an important industry of Amesbury, is attributable entirely to the efforts of Mr. Hoyt, whose plans have been carefully formulated and promptly and efficiently executed.

Frank M. Hoyt was born in South Amesbury, Massachusetts, September 14, 1871, a son of Nelson S. and Angeline (Morse) Hoyt, the father having been a carriage manufacturer of Amesbury. The son was educated in public schools and in the Lyndon Institute of Vermont, from which he was graduated in 1889. He afterward obtained a position as bookkeeper in a grocery store at a salary of three dollars and a half per week and later he became an office boy with the Hamilton Woolen Company, which paid him a wage of four dollars and afterward five dollars per week. He next went to work for the Atwood Company, manufacturers of carriage lamps, as assistant bookkeeper, and continued with that organization for three years. In 1893 he took a position as assistant to the production manager with the Towle Manufacturing Company of Newburyport, there continuing until 1896, when he resigned to engage in business on his own account. He began dealing in fancy groceries in Amesbury and conducted a profitable business until 1901, when he began the manufacture of peanut products and has developed the largest enterprise

of the kind in New England. He has likewise been a director of the Powow River National Bank for ten years and is a trustee and treasurer of the Amesbury Investors Association, which he organized in 1928.

On the 15th of September, 1895, Mr. Hoyt was married to Miss Grace E. Symmes. In Masonry he has attained the Knight Templar degree in the York Rite and the thirty-second degree in the Scottish Rite and he is likewise a member of Aleppo Temple of the Mystic Shrine. Outside of business, however, his interest chiefly centers in community welfare and progress and he is now president of the Amesbury Chamber of Commerce and was formerly president of the Amesbury Rotary Club. He has held the chief executive position in the Chamber of Commerce for three different terms and he is also president of the Amesbury Improvement Association. His cooperation can always be counted upon to further any project for the general good and in all matters of public concern, as well as in business affairs, his judgment is sound and his vision broad. He is serving on the executive board of the Associated Industries of Massachusetts and has been a member of the Boston Chamber of Commerce for a quarter of a century.

EDWARD C. STONE

Edward C. Stone, a well known figure in insurance circles, who since May 1, 1926, has been United States manager for the Employers Liability Assurance Corporation, Ltd., an English corporation, and who also has other important connections in the insurance field, was born in Lexington, Massachusetts, June 29, 1878, a son of Alvah C. and Alice Ames (Tufts) Stone. He was a pupil in the public schools at Lexington until he had mastered the elementary branches of learning, after which he entered Boston University and was graduated with the class of 1900, receiving the degree of LL. B., magna cum laude. He entered upon the practice of law under the firm name of Sawyer, Hardy, Stone & Morrison at 53 State street, Boston, and in 1918 he became general counsel for the Employers Liability Assurance Corporation, Ltd. On the 1st of November, 1924, he was appointed associate United States manager for this corporation and also vice president of the Employers Fire Insurance Company and vice president of the American Employers Insurance Company. On the 1st of May, 1926, he was advanced to the position of United States manager for the Employers Liability Assurance Corporation, Ltd., and became president of the two other companies. Thus he is controlling extensive and important interests in the insurance field and he is also a director of the United States Trust Company, the Merchants Discount Company and the Lexington Cooperative Bank and is president of the Employers Group Associates.

On the 27th of June, 1908, at Sandy Spring, Maryland, Mr. Stone was united in marriage to Katharine Leggett Brooke and they have become



EDWARD C. STONE

parents of four children, namely: Caroline B., Alice T., Katharine L. and Henry S.

Mr. Stone's interests and activities have been sufficiently diversified to make his a well rounded character. His military experience covers four years as a private of the First Corps Cadets, now called the One Hundred and First Field Artillery. He is identified with Masonry and is a past master of Simon W. Robinson Lodge, F. & A. M., of Lexington; a past high priest of Menotomy Chapter, R. A. M., of Boston; and a Shriner of Aleppo Temple of Boston. He has filled public office as a selectman of the town of Lexington; has served as moderator and town counsel and as a member of the house of representatives of the Massachusetts legislature in 1903-04. He belongs to the Hancock Congregational church of Lexington and is widely and favorably known in club circles, having membership in the Algonquin, Exchange, Boston City, Lexington Golf, Weston Country, Belmont Spring Country and the Old Belfry Clubs of Lexington. A life of activity has brought him to the front as one of the representative citizens of his native state, where his business interests are now extensive and of a most important character.

ROY F. LOVEJOY

It must be a matter of pride when any individual can say that he is a representative of one of the largest enterprises of its kind in the country. This Roy F. Lovejoy can state without fear of contradiction. He is now associated with his father in a partnership relation and is engaged in the manufacture of machine knives at Lowell, the industry constituting one of the important business projects of the city. It was here that Roy F. Lovejoy was born September 11, 1882, and after completing his studies in the Lowell high school he was graduated in 1905 from the Massachusetts Institute of Technology, where he received his scientific training. In the Burdett Business College he took a course in higher accounting, thus qualifying in various ways for the successful conduct of the business which has engaged his attention. When his textbooks were put aside he became associated with his father, E. W. Lovejoy, a son of the founder, Daniel Lovejoy, who established this plant for the manufacture of machine knives in 1848. The business has since been carried on as a partnership and has grown from a small beginning with limited space until now the factory is one of the largest of its kind in the country and its products are shipped throughout the entire world. Their knives and saws are of the highest grade and their excellence insures a ready sale wherever there is need for articles of this character. The factory was operated one hundred per cent on war work, with Roy F. Lovejoy in charge, during the period when the United States was in the European conflict.

Mr. Lovejoy married Andrea Friederichs, of New Orleans. His social

nature finds expression in his membership in the Vesper Country Club, his public spirit in his identification with the Chamber of Commerce and his interest in business affairs and the development of higher standards of service in his line through his connection with the Associated Industries of Massachusetts.

FREDERICK ALBERT SMITH

Among the business enterprises which contribute to the prosperity of Cambridge is the F. S. Payne Co., of which Frederick Albert Smith is the president and general manager. He was born in South Boston, Massachusetts, July 6, 1885, a son of Albert C. and Fredericka (Shales) Smith. He obtained a grammar and high school education and in 1903, when a youth of eighteen years, became connected with the manufacture of elevators. Throughout the intervening period he has been active in this field and through the steps of an orderly progression has reached the presidency of the F. S. Payne Co., which controls an extensive business of this character. His duties include those of general manager and the business is wisely directed, insuring substantial results. Moreover, Mr. Smith is a director of the United Mutual Fire Insurance Company and his prominence in business circles, especially in the line to which he has devoted his life, is indicated in the fact that he is now occupying the presidency of the Elevator Manufacturers Association of the United States and is a director of the Boston branch of the National Metal Trades Association. He is also a director of the Central Trust Company of Cambridge.

On the 19th of April, 1911, in Boston, Mr. Smith was married to Miss E. Hildegard Bencks, who was born in South Boston, January 11, 1891. He is a Protestant in religious belief, is a member of the Boston Chamber of Commerce, which indicates his interest in civic progress and welfare, and is identified with the Boston City Club, Interchange Club, Belmont Spring Country Club, Franklin Country Club, Executives Club and the Cambridge Industrial Association.

MORSE TWIST DRILL & MACHINE COMPANY

One of the most outstanding effects of the industrial development of the last fifty years is the way in which machinery and tools have been adapted to practically every industrial purpose. During this short space of time, not only has machinery been produced for many purposes for which handwork was formerly the only means of operation, but so many improvements have been made on these machines, in their turns and the tools designed for use in connection with them, that today it is difficult



FREDERICK A. SMITH

to recognize any trace of the original models in those which are at present in use. There is no trade so well provided for in this respect, or in which progress has been so rapidly made by some of the world's great engineering firms, as that which concerns the use of machinery and machinist's tools. Today there are few operations connected with the handling and working of metals, from the bulk handling of the raw materials to the most delicate scientific instrument making, which have not their special machinery. The efficiency with which this machinery works, and the way in which it is designed to run, year after year without trouble, are matters of amazement to those first seeing it.

Among the names which stand out in connection with the vast advancement, special attention must be given to that of the Morse Twist Drill & Machine Company, of New Bedford, Massachusetts, who for the past sixty five years have been associated with the construction of machinery and machinist's tools of the highest class and who have instituted improvements of design and construction which have revolutionized the application and usefulness of metal-working machinery. The history of this firm provided an amazing exposition of consummated ambition on lines which create a precedent, the emulation of which will require herculean powers. The plant, which now covers two city blocks and produces over twenty thousand different sizes and styles of tools, originally started with a small machine shop. The company are truly pioneers, inasmuch as their industry is the first of its kind to be established in America. Their first home was built in 1864.

It is not difficult, perhaps, to show how this industrial metamorphosis has been wrought, as it is more or less self-explanatory. Efficiency and quality are the signal attributes on which the Morse Twist Drill & Machine Company have initiated and developed their business—made it one of the city of New Bedford's chief industries, and its name synonymous throughout the world with the foremost quality obtainable in the machine tool industry. Founded in 1861, the original capital of the firm was furnished by a group of New Bedford men, who have had no cause to regret their investment, which totalled some thirty thousand dollars. The company is now a corporation, capitalized at two million dollars plus a net surplus of quick assets of something over a million, all of which, by the way, have been built up from reinvestment of earnings.

Whilst we are on figures, it may be stated that the present plant occupies no less than two hundred and thirty thousand, one hundred and forty-three square feet of floor space, equipped with the latest type of modern equipment, and employs under normal conditions nearly one thousand workers. Twenty thousand different sizes and styles of tools seems a lot, and we therefore propose to examine what they comprise. Drills are, of course, a prominent item, and are made in profusion, and a great deal of the mass of production is represented by drill sockets and sleeves for holding taper shank drills, Beach and Stetson chucks for holding the smaller size drills, solid shell, taper, and chucking reamers for enlarging holes to the exact size desired, adjustable reamers for main-

taining holes to standard sizes, pipe reamers for reaming the holes in pipe fittings for the tap to follow, locomotive reamers for reaming taper-pin holes, bridge for aligning rivet-holes, Morse taper shank reamers used in drill presses, and chucking lathes for reaming standard straight or taper holes; screw-cutting tools, such as taps, dies, screw plates, and tap wrenches, milling cutters, end mills, shell-end mills; also drill gauges, ring and plug gauges, mandrels, taper pins, arbors for chucks, counterbores, countersinks, and grinding machines. All this output is carried regularly in stock, ready for immediate shipment. In addition to these items, a large number of special tools and machines are made each year on specifications furnished by the firm's customers.

There are obviously many interesting features in relation to a plant of this size, which is an education in itself. Engineering practice is developed to a fine art, and accuracy and precision found in its most significant aspect. In fact, it is not really understood until it has been seen in practice. For instance, instead of working to fractions of an inch, all tools are finished within thousandths of an inch, and extremely accurate equipment for gauging and inspecting the work is used. The smallest drill regularly made and carried in stock is a No. 80 drill measuring .0135 (135/10,000ths) of an inch in diameter, or about the size of a medium sized needle.

Needless to say, the company has had something to say in reply to practically every introduction which has been made during their history, and which had any bearing on their work. The advent of high-speed steel, which is employed for quantity production, drills, cutters, reamers, taps, dies, etc., were made and added to the Morse line. The company's fine quality, which is the preeminent attribute of Morse tools throughout the world, is rigorously maintained, and every possible precaution taken to ensure that no deviation is possible. A special laboratory forms part of the plant, and here all raw material is subjected to tests—once passed into the works inspection follows every single process.

In spite of the brevity of this survey, it unquestionably shows the immensity of this business, and points an unwavering finger to where the rights goods come from, and lastly, but by no means least, at the right prices. Many new industries have occasioned the rapid advancement of machine tool perfection. From the towering steel skyscraper down to the subway, up to the automobile, and treking its way through a maze of intricate machinery even to the tiny wrist-watch, one can trace the work of the drill, without which it would be well nigh impossible to produce these marvels. Aeroplane engines, racing automobile engines and all high speed internal combustion motors must be drilled to an accuracy undreamed of even in the early days of Henry Ford. Henry Miller, of Los Angeles, California, famous for his racing automobiles, who holds all present world's records, once stated that the word "speed" was only a synonym for accuracy. He said that it had taken him ten years to know what the word accuracy meant. It was only after he had exhausted every known means of testing and then inventing one or two of his own that he

was able to perfectly align all connecting rods, pistons and the crank shaft, in his motors. The entirety of an automobile engine, when functioning, is nothing more than synchronized action through holes. A hole out of true causes friction. Friction means more power, hence waste and destruction are not unlikely. Through the manufacture of accurate tool making machinery many industries have found therein a basis for success. Such is the foundation upon which the Morse Twist Drill & Machine Company has been built. To the layman a hasty look at their drills discloses no difference from the ordinary product, but like a genius in rags it remains for the test to show the true worth of the drill. For a single drill to bore a dozen holes or so, without chafing, is common. But when a mechanic, ruthless in his manner, drills something like a thousand holes a day, followed by an inspector who finds each one a hundred per cent perfect, such performance is recognized by the industry. On this alone the Morse Company could do business indefinitely without any sales commercial efforts. Some drilling jobs call for brute force. In such cases, the Morse forged type taper shank drill will always deliver the best work. This is one of the latest contributions to help solve the present day demand for mass production.

(From "Exporters and Importers Journal").

J. F. HERNE COMPANY

The J. F. Herne Company controls one of the leading industries of Everett, devoted to handling wood by-products, including sawdust, baled shavings and excelsior. This business was established by Joseph J. Herne in 1875 and was conducted by him until 1902, when it was taken over by his son, J. Franklin Herne. The father was not only prominent in industrial circles but was also closely associated with city government affairs in Everett for many years. He was likewise well known as a member of the Masonic and Odd Fellows fraternities and many other organizations.

The business which he founded was steadily developed with the passing years and was incorporated in 1915. It grew from a single horse and wagon, selling sawdust, to an enterprise whose trade amounts to over one hundred thousand dollars per year, finding a large market, shipments being made throughout New England, New York and the west as well as to various Canadian points. The company specializes in graded hardwood sawdust, which is used for various purposes, including the cleaning and polishing of metals, and for high-class fur dressers a very fine grade of kiln-dried sawdust is used. It furnishes sawdust of various kinds for a great many different purposes. Bailed plainer shavings are used extensively for bedding dairy cattle, and are also used by poultry raisers for litter. The products are put up in a sanitary manner, being clean and absorbent. At present the business is being conducted by Arthur W. Herne, who is treasurer of the company,

and Hiram B. Herne as president, both being brothers of J. Franklin Herne, now deceased. Chester A. Herne, a son of Arthur W., is also connected with the business.

JOSEPH FRANKLIN HERNE

Joseph Franklin Herne, deceased, was for a number of years closely associated with industrial activity at Everett as the head of the J. F. Herne Company, handling wood by-products. He was born in Boston, September 3, 1878, and was a son of Joseph J. and Margaret (Weir) Herne. He pursued his education in the public schools of Everett and afterward became his father's successor in business, the father having previously established a trade in wood by-products. He began by handling sawdust with horse and wagon. The business was extended to include the sale of baled shavings and excelsior and J. Franklin Herne developed the trade to substantial proportions, finding a ready sale on the market for the products which he handled.

In San Francisco, in 1921, Mr. Herne was united in marriage to Miss Maud O'Sullivan, of Honolulu, Hawaiian Islands. Mrs. Herne is a member of the Women's Republican Club. Mr. Herne had membership in the Boston City Club and in the Reciprocity Club and he also belonged to the Congregational church. His military record covered connection with Company B of the Eighth Corps, with which he served for three years after the Spanish-American war. He died following a brief illness in 1922. He was recognized as a citizen and as a man of sterling worth. He was a loyal follower of Masonic teachings as well as of the teachings of his church and his life record at all times measured up to high standards.

RAYMOND D. WILLARD

Raymond D. Willard, member of the well known firm of Robert Douglas & Company, certified accountants, with offices in the Statler building in Boston, was born in Keene, New Hampshire, June 13, 1884. Having completed a grammar and high school education, he entered the Northeastern University, from which he was graduated in 1918, having completed a course in the commerce and finance department.

Mr. Willard came to Boston in 1902 and has here since made his home. He established his own business in 1910. For a time he taught in the Northeastern University in the finance department, instructing in system building and constructive accounting. He wrote and published a book entitled "System Building and Constructive Accounting," containing three hundred and sixty-one pages, it being the first and only book of this nature ever published. It has been adopted as a textbook by many schools and



RAYMOND D. WILLARD

colleges that have business and extension courses and has already been issued in the second edition. The preface to the first edition reads as follows: "This book is a treatment of the subject of system building and constructive accounting, arranged in regular gradations from the fundamental principles of system work to the advanced problems of design and installation. The wide range of topics necessary to be considered in teaching such a course makes extremely difficult the selection of reading assignments for the student from the publications now available. The author therefore has endeavored to prepare a volume intended to illustrate, by analysis of systems now in use, some of the problems involved in system work so arranged that a progressive course of study may be followed. The systems and subject matter in this volume are used by the author in teaching the course in system building at Northeastern College School of Commerce and Finance, and are an arrangement of data accumulated during the several years which the college has offered the course. The data have been supplemented by new charts and forms so that a logical, progressive study of the subject can be made. While the volume is intended primarily as a textbook for courses in system building, its usefulness is not necessarily limited to the student, and it is hoped that the experienced practitioner will find helpful suggestions and the basis for the discussion of various system problems. Systems dealing with analyzed costs and burden distributions are only briefly touched upon in the closing chapters, as cost accounting furnishes a subject so far in advance of the first principles of system work that the entire subject cannot be considered in a single volume." Mr. Willard is also the author of various magazine articles and is well known as a speaker and lecturer on subjects having to do with his chosen profession.

It was in 1917 that Mr. Willard became connected with the firm of Robert Douglas & Company, certified accountants. This business had been established in 1906 by Robert Douglas, who was a native of St. Joseph, Missouri, and came to Boston about 1900. He was first associated with the Baker-Vawter Company and later with Herbert F. French and they began an independent business in 1906. He passed away in 1924, seven years after Mr. Willard became associated with the company, which engages in the general practice of accounting. His business associates are Norman H. S. Vincent, Harold B. Cleworth and Etta M. Urquhart. Mr. Willard and Mr. Vincent were both partners of Mr. Douglas, the founder of the company. Mr. Willard is an associate member of the American Institute of Accountants, a fellow of the Certified Public Accountants of Massachusetts, of the American Society of Certified Public Accountants, the National Association of Cost Accountants and the Society of Industrial Engineers.

On the 14th of June, 1905, Mr. Willard married Miss Edna M. Hunt, of Concord, Massachusetts, and they have one son, Raymond D., Jr., now a student at Dartmouth. They reside at Concord.

Mr. Willard finds his recreation in fishing, golf and painting. He belongs to the Business Men's Art Club and is greatly interested in the

art development of Boston. Fraternally he is a thirty-second degree Mason, having membership in Sir Galahad Commandery, K. T., and Aleppo Temple of the Mystic Shrine. His interest in community progress is evidenced in his membership in the Boston Chamber of Commerce and in his cooperation in many projects which are direct elements in the advancement of public welfare.

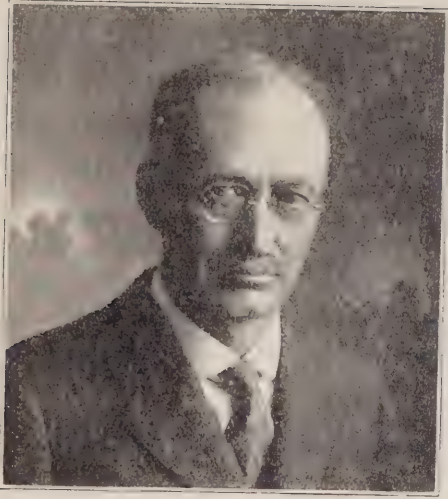
THE WALTHAM MACHINE WORKS

A little more than thirty years ago, Benjamin F. Ellis was employed as a tool and die maker, and Edmund L. Sanderson, as a mechanical draughtsman, in the plant of the American Watch Tool Company, of Waltham; a concern that has since liquidated, and in August, 1898, they formed a partnership under the name of the Waltham Machine Works, and began business in a small wooden building, which today is used for special tool making and experimental work, devoting their activities at first to subpresses and dies, but soon adding the designing and manufacture of special machinery of small size, but of high grade. As the firm prospered, a moderate sized brick plant was erected, and the concern developed a line of pinion, gear cutting and milling machines for threading, which are in use in nearly all parts of the world today where such machinery is required, particularly in nearly all the watch factories of the United States, and in many of those in Germany and Switzerland. The firm has also developed machines for factories engaged in making small parts such as meters, gauges, typewriters, etc. Within the past few years the concern has been building up a cutter making department, specializing in cutters of small diameter, such as are used in its own machines and has designed and manufactured the clock type of cutters employed in watch and clock production. While the working force is not large, the artisans employed at the plant are far beyond the average machinists and tool makers in skill and experience.

Messrs. Ellis and Sanderson still continue the partnership formed thirty years ago and have helped give Waltham its pre-eminent position in the output of fine and accurate tool steel products.

EDMUND L. SANDERSON

Edmund L. Sanderson, of the Waltham Machine Works, in charge of designing and sales, has had much to do with the success of an enterprise that covers the building of any kind of a machine and assists inventors in working out the details of their ideas and perfecting their plans. He has engaged in this line of business for a period of more than three decades at Waltham, where his entire life has been passed. He was born here April 9, 1865, and represents one of the old and honored pioneer



EDMUND L. SANDERSON



BENJAMIN F. ELLIS



WALTHAM MACHINE WORKS

families of Waltham, the ancestral record here dating back to 1689. While spending his youthful days in the home of his parents, Nathan and Adeline P. (Wellington) Sanderson, he attended the public schools until he had completed the high school course by graduation as a member of the class of 1883. He acquired his initial business experience when a draftsman in the employ of the American Watch Tool Company, with which he remained until 1898. In that year he established the Waltham Machine Works in partnership with Benjamin F. Ellis and through all the intervening period, covering thirty-one years, has had charge of designing and sales. The firm has met all requirements in the matter of manufacturing any kind of a machine that may be desired by an inventor or by manufacturers, Mr. Sanderson readily grasping the ideas that will enable him to work out details and perfect machines of a kind that have never before been upon the market.

Mr. Sanderson is a Unitarian, with membership in the First parish. He belongs to the Rotary Club of Waltham, is a past president of the Piety Corner Club, has been secretary of the Historical Society for more than fifteen years and is a member of the New England Historic Genealogical Society. He has devoted considerable time to research into the early history of Waltham, making a study of the original land grants, and he has written various valuable papers for the Historical Society.

BENJAMIN F. ELLIS

From a small beginning the Waltham Machine Works have been developed into a substantial industry as the result of the intelligently directed efforts of Benjamin F. Ellis and his partner, E. L. Sanderson, who opened their plant almost a third of a century ago. Mr. Ellis is a native of Plymouth, Massachusetts, where he was born in November, 1857. There he acquired a public school education, after which he went to Lynn, Massachusetts, to learn the machinist's trade, working there for three years. He afterward spent two years as a machinist in Worcester and in 1881 he came to Waltham as an employe of the American Watch Tool Company, with which he remained for seventeen years in the capacity of machinist and die maker. Step by step he was advanced in recognition of his ability and fidelity until he was given charge of die making. A laudable ambition, however, prompted him to engage in business independently and in 1898 he formed a partnership with E. L. Sanderson for the manufacture of small machines and tools. They opened their shop under the name of the Waltham Machine Works and still conduct it under that style. They have greatly broadened the scope of their labors, which now includes the building of any kind of machines, and they have been especially helpful in carrying out the ideas of inventors who wish to develop new machinery.

In 1881 Mr. Ellis was united in marriage to Miss Eliza E. Townsend, of Lynn, Massachusetts. When leisure permits he enjoys fishing but finds

little opportunity for this sport, owing to his activities not only in the Waltham Machine Works but also along lines that make for civic and moral progress. He has membership in the Chamber of Commerce and thus upholds the public welfare by cooperation in movements for the general good. He has also been a trustee and treasurer of the Immanuel Methodist Episcopal church of Waltham for twenty-five years; acts as a trustee in looking after the buildings, parsonage and other church property, and is very active in all church work.

J. FRANK MASON

Density of population, which precludes the possibility of individual cultivation of the soil, always leads to industrial activity and the expansion of manufacturing interests. It is this which has given Massachusetts leadership along many productive lines and her thriving cities have come into being because of her varied and manifold manufacturing interests. One of the elements of progress in Attleboro Falls is the Mason Box Company, of which J. Frank Mason is the president and treasurer, and, moreover, he is a representative of one of the early families of Bristol county, identified with this section of the state from the colonial era. His father, Thomas F. Mason, who was born in Attleboro, was engaged in jewelry business here until 1893, after which he carried on business in association with his sons, J. Frank and Charles O., until his death in 1905. His wife, who bore the maiden name of Harriet J. Collins, was born in Pawtucket, Rhode Island, and died in 1917.

The natal day of J. Frank Mason was July 20, 1862. Practically his entire life has been passed in North Attleboro, although he completed his education by graduation from the North Attleboro high school and by a commercial course in the Bryant & Stratton Business College at Providence. He made his initial step in the business world when he entered the employ of R. F. Simmons & Company, who at that time were leading jewelry manufacturers of North Attleboro. He afterward became associated with Mason, Draper & Company in the same line of business, representing that house at bookkeeper and salesman for ten years. He was afterward foreman of the plant of D. F. Briggs for two years and thus his training was broad and comprehensive and at all times thorough, so that he became well equipped to carry on business on his own account. He formed a partnership with his brother, Charles O. Mason, organizing the Mason Box Company, which began operations by converting a little building in the rear of their home into a factory and there beginning the manufacture of paper boxes on a limited scale. They employed a few girls of the neighborhood and sold the output of the plant to the local trade. From the beginning their policy has been "fair dealings with all customers, originality and quality." From time to time they have found it necessary to increase their facilities and they today own and occupy a

modern factory with sixty-five thousand square feet of floor space, while the machinery used is of the latest models, many of these being of their own design and invention. They manufacture all kinds of jewelry boxes, paper display cases of every sort for jewelry and silver ware, express boxes and mailing boxes. They also manufacture novelties to meet display needs and in fact their output includes everything required by the jewelry trade in the way of containers and display equipment. They have a complete jewelry card department and a display pad department and they likewise produce leather novelties. They have fully equipped printing and also steel die printing departments, all these comprising the North Attleboro factory, which furnishes employment to approximately three hundred people, and they maintain a branch factory, giving employment to one hundred and twenty people, in Providence, together with an office in New York city. They have reached a point of leadership in their particular field and their manufactured goods are found in every part of the United States. The business developed by the brothers constitutes an important element in the industrial life of the Attleboros and their success is the direct outcome of business principles thoroughly applied and capable management in their operating processes, so that maximum results are achieved at a minimum expenditure of time, labor and material. The welfare of their representatives has always been a matter of interest to the Mason Box Company and toward them a true spirit of helpfulness is always maintained. Employees know that faithful and efficient service will be rewarded by promotion as opportunity offers, and the pleasant relation existing between the company and its employees is indicated in the fact that many of the latter are numbered among the stockholders of the company. •

Aside from his association with the Mason Box Company, J. Frank Mason is a director of the Manufacturers National Bank of North Attleboro and of the Attleboro Savings Bank. He is prominently known in trade circles, having membership in the Manufacturing Jewelers & Silversmiths Association and the National Association of Paper Box Manufacturers. He is also identified with the North Attleboro Board of Trade. His loyalty in citizenship has been manifest in many tangible and progressive ways. During the World war Mr. Mason served as chairman of the manufacturing jewelers' division of the Liberty Loan committee and in every possible way upheld the hands of the government, taking active part in the sale of Liberty bonds and in Red Cross work, while his automobile was always at the disposal of the Four-Minute speakers. In fact he frequently drove his car in taking speakers from point to point in order that they might present the cause to the public.

Fraternally Mr. Mason is widely known as a member of Bristol Lodge, F. & A. M.; Rabboni Chapter, R. A. M.; Attleboro Council, R. & S. M.; Bristol Commandery, K. T.; Aleppo Temple, A. A. O. N. M. S. and North Attleboro Lodge No. 1011 B. P. O. E. He is a past sachem of Mirimishi Tribe of the Improved Order of Red Men. Those who are associated with him in any connection find that he measures up to the highest standards

in all that makes for honorable manhood and progressive citizenship, while as an employer his attitude constitutes an example which many others might profitably follow and thus eliminate many of the problems which arise between capital and labor.

MYRTON O. HILL

Paper box manufacturing in Massachusetts finds a worthy representative in Myrton O. Hill, who incorporated his present business of this character in 1920 under the name of M. O. Hill & Company. He was born in Chester, Vermont, March 3, 1873, and obtained his early education in the local schools there, after which he attended and was graduated from the Albany Business College of Albany, New York. He started out in the business world by spending a year in the local railway office, after which he obtained a position in the National Black River Bank of Proctorsville, Vermont, serving in a clerical capacity there for about four years. He next went to Pawtucket, Rhode Island, where he worked as a book-keeper, and in 1903 he came to Boston, where he entered into partnership with Herbert Cook for the manufacture of paper boxes. The new enterprise was soon placed upon a substantial basis and in 1904 Mr. Hill purchased the interest of his partner and operated under his own name until 1920. In that year the present company was organized and incorporated and since then Mr. Hill has directed the further operations and expansion of the business as president and treasurer of M. O. Hill & Company, Inc. The plant is modern and well equipped with the latest improved machinery and the output finds a ready sale owing to the standards maintained.

In 1898 Mr. Hill was married to Emogene Buswell, of Ludlow, Vermont. In 1913 he wedded Clara Dray, of Suffield, Connecticut. His son, Lewis Hill, born of his first marriage, is a graduate of the Norwich University of Northfield, Vermont. The daughter, Barbara Hill, of the second marriage, is now a high school pupil.

Mr. Hill served with the Massachusetts State Guard during the World war and also during the Boston police strike. He measures up to the highest standards of citizenship in his loyalty to and support of all projects that have to do with the general welfare. He is a past treasurer of the New England Paper Box Manufacturers Association and a past president of the Boston Carton Club. He also belongs to the Associated Industries of Massachusetts and the Manufacturers Association of Eastern Massachusetts and through his connection with these societies is doing all in his power to maintain high standards among productive industries of the state. He also belongs to the Boston Chamber of Commerce, and to Altmont Lodge, No. 30, I. O. O. F., Ludlow, Vermont. For twenty-five years he has resided in Winthrop at 87 Loring road. Recognizing that recreation is a need of every individual, he has become identified with the Cottage Park Yacht Club and with the Needham Golf Club, and his moral



MYRTON O. HILL

nature finds expansion in his connection with the Baptist church. In a word the interests and activities of his life are well balanced and his labors have been directed into channels through which flows the greatest and most permanent good to the greatest number.

CORNELIUS F. BOWEN

Before the beginning of the present century Cornelius F. Bowen had become identified with the trucking, teaming and rigging business that was established by his father in Boston some years before. His educational training that qualified him for later duties was that afforded by the grammar schools of Somerville, Massachusetts, in which city he was born March 14, 1877. When he left school he joined his father, at first driving wagons, afterward acting as rigger and later becoming foreman of the business. The father died in 1904, at which time Cornelius F. Bowen took over the business in partnership with his brother, John E. They have since been associated in its conduct and their progressive methods, thorough reliability and enterprise have resulted in the development of the largest trucking, teaming and rigging business in New England. They specialize in moving anything from small articles to smokestacks or buildings and the work fully meets every requirement of service and efficiency.

Cornelius F. Bowen was married in 1903 to Rosella Flannery, and they have two children: Cornelius F., Jr., who is a graduate of Syracuse University; and Mary, a graduate of the Katharine Gibb Secretarial School. Mr. Bowen was again married in 1917, when Rosella Fox of Canton, Massachusetts, became his wife. Of this marriage there is one son, Frederick, born in 1918.

The religious faith of the family is that of the Catholic church and Mr. Bowen is identified with the Elks, with the Chamber of Commerce, the Boston City Club, Traffic Club, City Club, Boston Team Owners' Association and Boston Motor Truck Club. He has always concentrated his efforts and attention upon his business affairs and the results accruing have been most satisfactory.

JOHN E. BOWEN

John E. Bowen, with office at 543 Commercial street, Boston, is a partner in the largest trucking, teaming and rigging business in New England. He was born in this city March 23, 1882, acquired a grammar school education and when his textbooks were put aside became associated with his father in the conduct of the business in which he is still engaged. This had been established by the father and following his demise in 1904

became the property of John E. Bowen and his brother, Cornelius F. Bowen. Their patronage has steadily increased with the passing years until in New England they have no competitors in the volume of business which they do and which includes all kinds of trucking, teaming and rigging. They move anything from smoke-stacks and buildings to the smallest articles which are to be conveyed from one point to another and their patronage is one of extensive proportions.

On the 19th of February, 1900, in Boston, Mr. Bowen was married to Eleanor Houghton, of Somerville, and they are parents of two children: Eleanor, born May 19, 1901, who is very active in the work of the Catholic Charitable Bureau; and John E., Jr., who was born July 29, 1903, attended the public schools of Somerville and for four years was a student in the New York Military Academy. He afterward spent two years in the employ of the Delaware, Lackawanna & Western Railroad and for five years has been associated in business with his father in charge of transportation. The religious faith of the family is that of the Catholic church and fraternally Mr. Bowen is connected with the Benevolent and Protective Order of Elks. He belongs to the Chamber of Commerce and to the City Club and is interested in and supports all well formulated plans for civic improvement. The major part of his time and attention, however, has been given to his business affairs, which, wisely directed, have brought substantial returns.

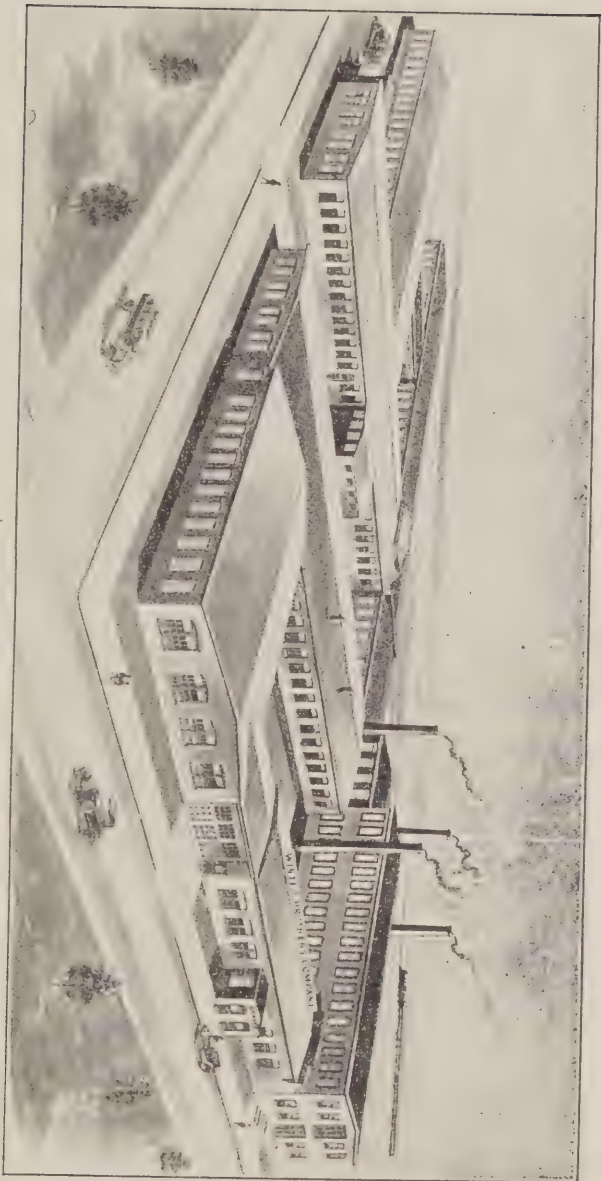
WINTER BROTHERS COMPANY

Just as in many other cases, environment determined to a great extent the line of work in which the Winter brothers engaged. From boyhood days they were mechanically inclined and they happened to live in Mansfield, close to Simon W. Card, one of the pioneers in the tap and die business, and a friend of the Winter family. It was the natural result of these conditions that the Winter boys went to work in the Card plant, which was at that time very small compared with present standards. Because of its small size it was an ideal place to get quite complete information about tap manufacturing as then carried on. After working several years in the Card plant and at the same time studying mechanical engineering, the Winters went into other shops and acquired a good deal of manufacturing experience as workmen, tool makers and ship foremen.

In 1898 and 1899 they had considerable discussion as to the advisability of starting to manufacture roller bearings or taps and dies. The roller bearing business was considered because Frank Mossberg was at that time pioneering in the manufacture of roller bearings and John Winter was foreman of his roller bearing department. It was considered certain that both of these industries gave promise of considerable future development. The tap business was finally decided on as the best to start because it



WINTER BROTHERS COMPANY,
1900-05



PRESENT PLANT OF WINTER BROTHERS COMPANY

required less capital and equipment and there was an established demand. The partnership Winter Brothers was established in the latter part of 1899 and Murray Winter went to Wrentham and started operations January 1, 1900, with a few standard machines and practically no working capital. During the first year and a half Murray Winter and three or four men constituted the entire force. In 1901 John Winter joined him. In 1904, after a short time as a partnership, and a Rhode Island corporation, the business was organized as a Massachusetts corporation.

During these first years a small amount of floor space was used in what had been the Cowell & Hall jewelry shop. The Winter Brothers first hired the building, using part of one floor and part of the basement, and sublet floor space and supplied power to two other small firms. The building was soon purchased and built over to make it more suitable for heavier work than it had been built for.

Before 1905 several leading manufacturers had started to use Winter taps and a continual, steady, healthy growth is the record of the following years. The original plant was soon too small and one addition after another was built. The buildings added in 1929 are the eleventh addition to the original plant since 1905 and the production has increased over one hundred times in the same period.

The greater part of this continual development was financed by re-investing in the business quite a large part of the earnings but additional capital was twice applied to development, notably in 1914, when F. J. Smith and M. E. Bliss joined the organization. Since then the business has been built up quite rapidly by its own earnings.

There were two circumstances in the early years that had great influence on the later development of the Winter Brothers Company: the demand of the Cadillac Motor Car Company for more accurate taps than then made and the introduction of high speed steel taps. The Winter Brothers Company satisfied the Cadillac demands, at that time thought to be impractically exacting, and they were well established as the first commercial makers of high speed steel taps before it was generally realized that high speed steel taps could be successfully manufactured and were very efficient.

The Cadillac demand led to the development of improved thread finishing methods, including the grinding of tap threads, which started in Winter Brothers plant in 1914.

In 1914, when Mr. Smith and Mr. Bliss became financially interested, they were made directors and Mr. Smith became treasurer and sales manager and Mr. Bliss secretary. Mr. Smith had been in the tap business from its infancy, starting with S. W. Card shortly after the Card business was established in Mansfield. The Winters had their first tap making experience working for him. He became the executive head of the S. W. Card Company, building it into a large and prosperous organization, which he sold just before joining Winter Brothers Company. Mr. Bliss had also just sold his interest in a successful business, the Bliss Chester Company

of Providence, and he brought into the Winter organization a wide experience in selling, manufacturing and finance.

Up to 1914 a large part of the product was sold direct to a comparatively few large manufacturers. Starting about that time a strong and widespread distribution system through leading dealers was developed, and branch stores carrying large stocks were established in Detroit, Chicago and Cleveland to aid in distribution where the demand was greatest.

Before 1914 John and Murray Winter directed all the activities of Winter Brothers Company sales, mechanical and financial. Mr. Smith and Mr. Bliss then took a share of the increasing responsibilities and in 1916 Charles Winter became a director and an active member, specializing on the engineering requirements of the industry.

In 1926 Mr. Smith retired from active interest. Milford E. Bliss, secretary and director since 1914, then became treasurer and sales manager and John H. Woodhull was elected clerk of the corporation and a member of the board of directors.

In May, 1929, Winter Brothers Company was combined financially with The National Twist Drill & Tool Company of Detroit, one of the largest and most successful manufacturers of drills, milling cutters, reamers, etc. The Winter Brothers Company remains as a Massachusetts corporation with the official organization as follows: John E. Winter, president; Murray Winter, vice president; Milford Everett Bliss, treasurer; Charles C. Winter, clerk; and Howard McGregor, chairman of the board. Murray Winter is factory superintendent, with Charles C. Winter as mechanical engineer and John L. Cook as sales manager.

MILFORD EVERETT BLISS

Milford Everett Bliss, treasurer of the Winter Brothers Company, with plant at Wrentham, has been identified with the business continuously since 1915. He was born in Attleboro, Massachusetts, July 7, 1869, a son of Everett B. and Annie K. (Newcomb) Bliss. He attended the Mowry & Goff private school at Providence, Rhode Island, completing his course in 1888, after which he attended the Rhode Island School of Design and further pursued his studies in the Rhode Island Technical Drawing School until 1890. It was the logical result that he should enter business circles as a draughtsman and his steadily developing powers have led him into important commercial relations. He became identified with the Winter Brothers Company of Wrentham in 1915, serving as secretary until July, 1926, when he was elected to the office of treasurer and so continues, being thus active in the management of one of the important productive concerns of this section of the state. His business interests also extend to Attleboro, where he is well known as one of the directors of the Attleboro Trust Company and also of the American Reinforced Paper Company.

In Cincinnati, Ohio, on the 28th of October, 1898, Mr. Bliss married Miss Daisy H. Hesser and they have one son, Donald H. Mr. and Mrs. Bliss are members of the Highland Country Club of Attleboro. For the regular two-year period beginning in 1924 Mr. Bliss was president of the Attleboro Community Chest, which is indicative of his interest in all projects of civic worth. He has also been chosen for the presidency of the Family Welfare Society and occupied that position for seven years, and in the Murray Universalist church of Attleboro he has filled the office of deacon. Fraternally he is affiliated with the Masonic order, being a member of Ezekiel Bates Lodge, F. & A. M., of Attleboro, Massachusetts.

EDWARD C. EDWARDS

Edward C. Edwards, president of the Za-Rex Company, Inc., of 803 Summer street, Boston, was called to his present position of executive direction and control in April, 1927. He is yet a young man, but his alertness and enterprising methods have gained him creditable place in the business circles of his adopted city. He was born in Salem, Massachusetts, April 28, 1892, a son of Joseph Hardy Millet and Susan Frances (McNamara) Edwards. He completed the high school course in his native city and then entered the Massachusetts Agricultural College at Amherst, from which he was graduated with the class of 1914. He next became connected with the American Mutual Liability Insurance Company in the capacity of investigator and was thus serving when in 1917 he joined the United States army, winning promotion to the rank of second lieutenant, first lieutenant and captain. He was stationed at Camp Devens, Massachusetts, and received his honorable discharge on the 29th of October, 1919.

When his military service was ended Mr. Edwards joined the Logan Johnson Company, food packers, and for a time filled the position of assistant factory manager, while later he became sales manager of the jam and jelly division, and thus gained comprehensive knowledge of the business, his experience well qualifying him for the duties that now devolve upon him. In December, 1922, he became sales manager for the Za-Rex Food Products, Inc., and later was elected to the vice presidency of that company. The business was reorganized in April, 1927, under the name of the Za-Rex Company, Inc., of which Mr. Edwards became president. He is now the guiding spirit in this organization, which specializes in fruit juices and fruit products, handling a large line of preserves and soda fountain supplies which are sold through salesmen to wholesale grocers, wholesale druggists and to chain grocery stores in the eastern section of the country. The business is steadily growing and has become a successful commercial enterprise, meeting the highest demands of the trade in the quality of products handled.

On the 11th of February, 1915, Mr. Edwards was married to Miss

Hilda Cutts Woodbury, a daughter of Melville W. and Mary (Doughan) Woodbury, of Beverly, Massachusetts. The children of this marriage are Jane Brooks, Mary Vaughn and Edward C., Jr.

Mr. Edwards is a member of the Masonic order, the American Legion, military order of the World war, the Phi Sigma Kappa fraternity, of the Salem Country Club and the Congregational church of Salem; is a supporter of the republican party and a follower of outdoor sports. All this indicates the breadth and nature of his interests outside of business. He meets the duties and obligations of life and measures up to the highest standards of manhood and citizenship.

PERIN-WALSH COMPANY

The Perin-Walsh Company, manufacturers of motor truck bodies, is located in the Roxbury district of Boston at 1540 Columbus avenue. The business was established in 1902 by John J. Walsh, who opened a small shop in which to build and repair wagons, conducting his enterprise under the style of J. J. Walsh & Company in the vicinity of the present plant of the Perin-Walsh Company. Because of excellent workmanship and reliable methods the business prospered from the beginning and enjoyed a steady growth. Mr. Walsh remained in active association therewith until 1915, when he passed away and was succeeded by his three stepsons, Martin F., Edward J. and Roger A. Deveney, who assumed control and management of the business, Martin F. taking up the duties of treasurer and general manager, while Edward J. became sales manager and Roger A. took over the superintendency of the plant. They instituted a change in the work carried on, for they recognized what the future had in store in the way of motor truck transportation. They felt that there was an excellent opportunity for the development of business along that line and began the manufacture of custom-built motor truck bodies, in which field they soon gained an enviable and well merited reputation. Their patronage steadily increased and led to the incorporation of the business under the name of the J. J. Walsh Company, July 1, 1920. Operations were conducted under that style until 1924, when the corporation took over the Perin Roloff Company through purchase—a company which was engaged in the manufacture of the now famous Roloff demountable bodies. At this time the corporation name was changed to the Perin-Walsh Company and the Roloff bodies were developed to their present high state of efficiency. They also began the manufacture of Freightainer bodies for shipping package freight and this, as their other line, has found ready sale, becoming very popular owing to its money-saving possibilities. Recently the Perin-Walsh Company has become distributors of St. Paul hydraulic hoists, Mead-Morrison winches, Highland cabs and a complete line of Arcadia stock bodies and other motor truck equipment. An extensive selling campaign to market these specialties has been inaugurated



PERIN-WALSH COMPANY

and the fact that the Perin-Walsh Company is back of these products insures a steady growth in the business. The company has ever maintained the highest standards in manufacturing, fully meeting the requirements of service in both the Roloff bodies and in the Freightainers.

At the plant there are one hundred and fifty employes, nearly everyone of whom is a specialist in his particular line, and economical production is thus assured through the efficient work of skilled artisans. In January, 1930, the corporation will move to the Worthington Pump & Machinery Works, in Cambridge, thus doubling their floor space. Their sales force includes six men, each trained in the engineering field and fully qualified to find out the transportation problem of any client and help him solve it in a constructive manner. The company has ever been actuated by high ideals and the number of their customers is steadily increasing, the list including the names of a large number of the leading business firms throughout New England.

Martin F. Deveney, the treasurer and general manager of the Perin-Walsh Company, was born in Boston, April 14, 1891, and acquired a high school education, which he completed in 1910. He then entered the employ of his stepfather and through all the intervening period has been associated with what is now the Perin-Walsh Company. He worked his way steadily upward through all departments until in 1920, when the business was incorporated, he was made treasurer and general manager.

Mr. Deveney was married in the same year to Miss Minnie R. Walsh and they have three children: Paul, Robert and Ann. A progressive, hard-working business man, the close application and indefatigable energy of Martin F. Deveney are strong contributing elements to the growing success of the Perin-Walsh Company, which occupies a creditable position among the manufacturing interests of Massachusetts.

FREDERIC CLARK HOOD

Frederic Clark Hood was formerly president of the Hood Rubber Company of Watertown, of which he was one of the founders in 1896. In 1929, The B. F. Goodrich Company and the Hood Rubber Company consolidated. Mr. Hood was born in Chelsea, March 11, 1865, and is a son of George Henry and Frances Henrietta (Janvrin) Hood. The ancestry in the paternal line can be traced back to the year 1638 when the pioneer settler, John Hood, Jr., of Halstead, England, became a resident of Cambridge, Massachusetts. The earliest maternal ancestor to locate in this country was John Janvrin, (I), of the Isle of Jersey, who arrived in Portsmouth, New Hampshire, in 1700.

Mr. Hood was graduated from Harvard University in 1886 with an A. B. degree. On November 24, 1891, Mr. Hood was married to Miss Myra Tucker of Providence, Rhode Island, and they have one son, Donald Tucker Hood. On October 14, 1922, Donald Hood was married to Miss Alva

Stacey Brown of Salem, Massachusetts, and they have three children. The religious faith of the family is that of the Episcopal church, and in political belief Mr. Hood is a republican. The family resides in Brookline, having a summer home at Marion.

Mr. Hood's recreations are golf, boating and outdoor sports. In connection with golf, Mr. Hood has been largely instrumental in building the golf course at the Kittansett Club in Marion.

EATON, CRANE & PIKE COMPANY

Wherever stationery is used the name of the Eaton, Crane & Pike Company is known, for the products of this stationery manufacturing plant at Pittsfield are sent into almost every section of the world. For one hundred and twenty-six years the Crane papers have been known to the trade and the name has ever been a synonym for fine stationery unsurpassed in quality. Marked changes have characterized manufacture of this kind and today there are certain recognized social standards in the use of stationery. A survey made by the Eaton, Crane & Pike Company demonstrated that every well appointed home of today requires three kinds of writing paper—a particularly fine paper for very best use, a good paper for everyday correspondence and a still different kind for the use of the male members of the household, who, accustomed to flat sheets for business correspondence, desire flat sheets for their social correspondence.

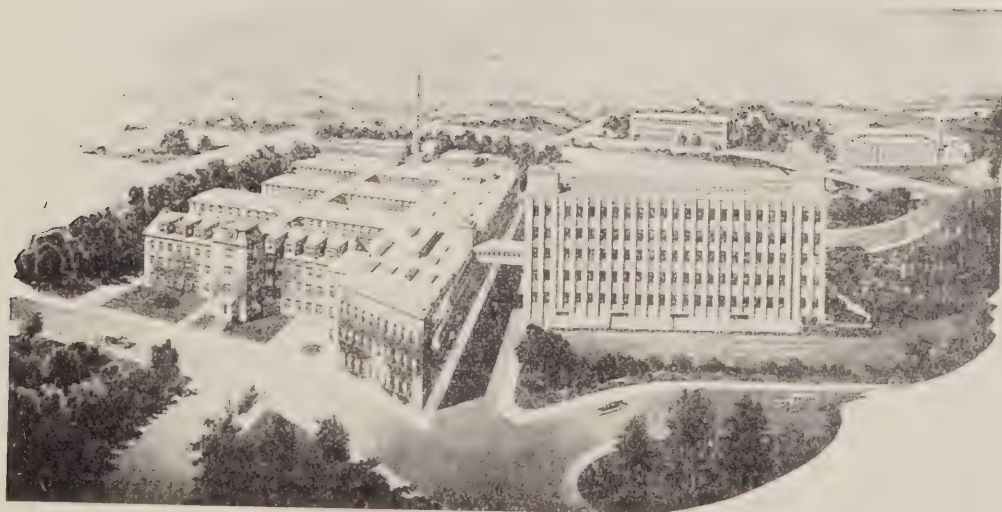
There is hardly a town of any size on the face of the globe where Eaton's Highland Linen cannot be purchased and the product of their factory largely establishes the standard for colors, shapes and sizes, keeping pace at all times with changing public preferences.

Today their business is one of international distribution and the company operates a mammoth plant which has added to the state's reputation as the chief paper manufacturing center of the country. Step by step the business has been developed along lines that have made for the greatest efficiency and for notable progress and improvement.

Besides its large plant at Pittsfield, Massachusetts, the company owns and operates a paper mill at Adams, fifteen miles to the north, where it makes its papers outside of those made at the Crane mills at Dalton.

The company manufactures three principal lines—Crane's papers, known the world over as the standard for quality and style—Eaton's papers, such as Eaton's Highland Linen—and papers for commercial use known as Berkshire typewriter papers.

Under the guidance of Arthur W. Eaton, founder of the present company and now its chairman, that of Colonel W. H. Eaton, its president, and of its board of directors, consisting of the two above mentioned and Winthrop Murray Crane, Jr., president of the Crane industry at Dalton, Zenas Marshall Crane, Frederick G. Crane, Jr., and Alexander Simpson,



ORIGINAL AND PRESENT PLANTS OF EATON, CRANE & PIKE CO.

merchandising director of the company, together with its efficient and up-to-date staff of officers and other officials, the business has been placed upon a systematic basis as to manufacture, relations with the trade, et cetera.

WINTHROP MURRAY CRANE

Massachusetts, with her history extending from the earliest colonial period, has a long list of eminent men who in many ways have conferred honor and dignity upon the state, and high on this roll appears the name of Winthrop Murray Crane, who was a national figure in connection with the political annals of the country and who also contributed to the material development of his native state as a manufacturer. His entire life was passed in Dalton, Massachusetts, where he was born April 23, 1853, a son of Zenas M. and Louise F. (Lafin) Crane. Back of him was an ancestry of honor and note. His father and grandfather and even those of a more remote period contributed in substantial measure to the upbuilding of the commonwealth and to the advancement of all those interests which make for personal and civic worth.

Mr. Crane supplemented a public school training by study in the academies at Wilbraham and Easthampton, Massachusetts, and then began learning the processes of paper manufacturing in his father's mills. He thoroughly mastered the work, as was afterward demonstrated in his capable conduct of the business. He ever kept pace with the onward march of progress along this line and for an extended period owned and operated in a partnership relation an extensive paper manufacturing plant. On his own initiative in 1878 he went to Washington, where he secured the government contract for bank-note paper. He then returned to his home and devoted a month to experimental work in an old mill purchased for this purpose and within that time succeeded in producing a paper product that has fully met the government requirements for bank-note purposes ever since.

For many years Mr. Crane concentrated his energies and attention upon his business affairs and it was not until he was forty years of age that he became a factor in politics. However, he always kept well informed concerning the vital questions and issues of the day and in 1892 attended the republican national convention as a delegate, on which occasion he reluctantly consented to become national committeeman from Massachusetts. It was not long before his sound judgment, broad vision and keen insight made him an influential member of the national committee and started him upon a political course that brought him to the governorship of the state and to the United States senate. At the St. Louis convention in 1896, to which he was a delegate, he was the manager of the Reed forces. The following year he was elected lieutenant-governor of Massachusetts and was again chosen for that office in the two succeeding years, while the year 1900 brought him election as the state's chief execu-

tive and for three years he directed the destinies of the commonwealth. Mr. Crane was never a politician, but he was a loyal citizen who believed that government affairs should be conducted on a businesslike basis and that the state should be managed for the benefit of the people at large. In his first message to the general assembly he said: "Massachusetts has reached a limit of indebtedness beyond which she should not go," and in his administration he saw to it that this indebtedness was not increased. His first inaugural address, the shortest on record in Massachusetts, was confined to reform recommendations, every one of which was enacted into law during the year 1900. His second inaugural was longer because he reported the results of his former administration and had more reforms to block out, and again all he asked for was accomplished. At his third inaugural he put forth still other definite recommendations that were acted upon. In the first year fifty thousand shares of the Fitchburg Railroad common stock, held for thirteen years and carried on the books of the state treasurer as practically worthless, were sold to the Boston & Maine Railroad for five million dollars; and the last year of Governor Crane's administration the New York, New Haven & Hartford Railroad paid a price for the state's reclaimed lands in Boston that surprised that company and the public. During his three years as governor salaries were in no instance increased, save that of the chairman of the railroad commission, this being done to insure the work of Chairman Jackson, whose services were of great importance to the state. Governor Crane checked the over-expansion of state commissions and brought about consolidations between the cattle commission and the board of agriculture, the state fire marshal's establishment with the district police and of the inspector-general of fish with the commission on inland fisheries and game, and of the state pension agent and commissioner of state aid in one body, with a deputy. Moreover, he created an unpaid board of publication to edit state reports, and unofficially but none the less effectually he brought about peace in the great strike which disturbed and threatened all New England in March, 1902. Upon the urgent insistence of the Massachusetts governor, the same method was subsequently employed by President Roosevelt in settling the great coal strike, and when Mr. Roosevelt was called to the presidency he early sought the counsels of Mr. Crane, maintaining close relations with him during his term of office and proffering him both the portfolio of secretary of the treasury and of the navy, but both these Mr. Crane declined. In 1902 he was in the carriage with President Roosevelt when the latter's bodyguard was killed by the car collision in Pittsfield. In 1904 Mr. Crane was again a member of the republican national committee and one of the advisers of Mr. Cortelyou in the conduct of the national campaign of that year. Following the death of Senator Hoar, Governor Bates on October 12, 1904, appointed Governor Crane a member of the United States senate and at the following election he was chosen for the balance of Senator Hoar's term and later was reelected for a full term, remaining a valued member of the upper house

of congress until 1913. While he was in office as Massachusetts' chief executive, Harvard University conferred upon him the LL. D. degree.

On the 5th of February, 1880, Mr. Crane was married to Miss Mary Benner, of Astoria, Long Island, who died February 16, 1884, leaving one son, Winthrop Murray, Jr., who was graduated from Yale University with the class of 1904 and then took up the paper-making trade, ultimately becoming a member of his father's company at Dalton. In February, 1905, he married Ethel Eaton, daughter of Arthur W. Eaton, president of the Eaton-Hurlbut Paper Company of Pittsfield. In 1906 Mr. Crane married Josephine Porter, daughter of William J. Boardman, of Washington, and she still resides in Dalton.

Winthrop Murray Crane was regarded as a most interesting figure in connection with the manufacturing activities and the political development of his state. He held to the highest standards of service in both and made of his business one of the foremost enterprises of the kind in the state. In office he worked with and for the people and justified their support of him in his achievements for public reform, for general progress and for notable accomplishment. He passed away October 2, 1920, when sixty-seven years of age.

DAVID R. WALKER

David R. Walker, widely known as the manufacturer of the famous Walker ice bag, has for the past eight years conducted a successful enterprise along this line, with plant at 54 South Main street in Middleboro. He was born in Plymouth, Connecticut, March 4, 1876, his parents being John and Mary (Ross) Walker, natives of Muirkirk, Scotland. The father, who on coming to the new world, settled in Plymouth, Connecticut, was a railroad engineer for many years but later learned the trade of brass caster and followed it for thirty-two years. He passed away in 1918 and for eight years was survived by his wife, whose death occurred in Waterbury, Connecticut, in 1926.

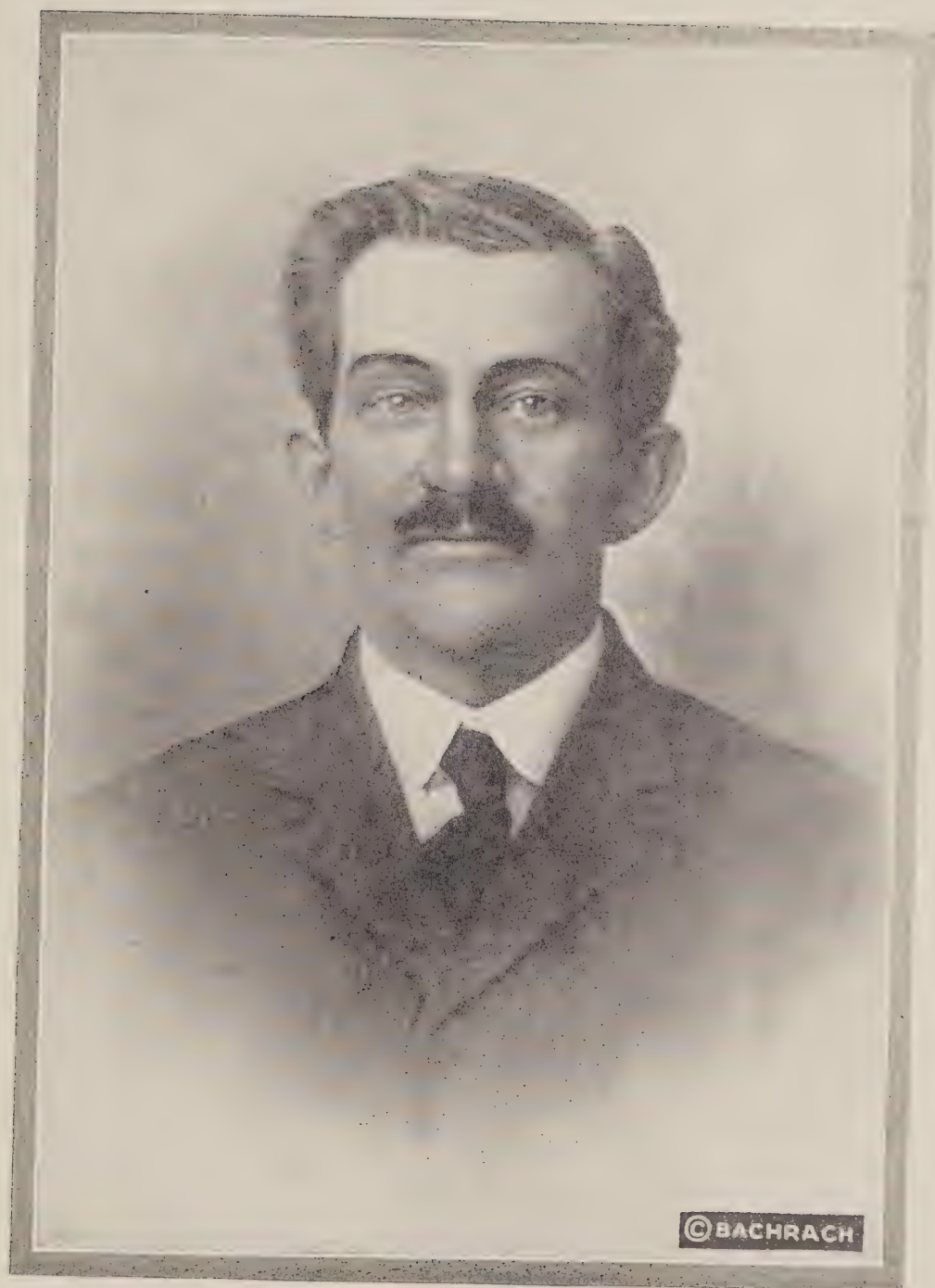
David R. Walker acquired a public school education in his native city and after putting aside his textbooks entered the employ of the Waterbury Machine Company, learning the machinist's trade. Upon the completion of his apprenticeship he became identified with the L. R. Hitchcock Company of Waterbury, Connecticut, with which he continued for two years and learned the trade of toolmaker. Subsequently he was associated for seven years with the Waterbury Clock Company and next spent sixteen years in the service of the American Brass Company of Waterbury, Connecticut. Thereafter he became foreman of the screw department of the Scovill Manufacturing Company, thus continuing for five years, on the expiration of which period he embarked in business on his own account as a manufacturer of watch dials. About two years later, however, he disposed of his interests in this connection to the Ingersoll Watch Com-

pany. It was in the year 1917 that he came to Middleboro, Massachusetts, as manager of the Frederick Lobl Company, engaged in the manufacture of ice bags. Meantime he was working on an invention of his own and about a year and a half after he became associated with the Lobl Company he placed on the market an apparatus for tying knots in yarn which is known as the Liberty knotting machine and is extensively used in the textile industries. In 1921, under his own name, he organized a business for the manufacture of ice bags and this he has conducted with gratifying results to the present time, the Walker ice bag being now used by more hospitals and more physicians than any other ice bag on the market. He gained broad experience during his various connections in former years, becoming not only an expert mechanician but also acquiring a knowledge of business methods that proved of distinct value to him when he embarked upon his present undertaking.

In 1898 Mr. Walker was united in marriage to Miss Margaret A. Williams, a native of Wales, and they are the parents of a son, Albert Davies. Mr. Walker gives his political allegiance to the republican party and has manifested an active and helpful interest in local public affairs. While a resident of Waterbury, Connecticut, he served for two years as sheriff and was field man for the state fish and game commission. During the World war he saw service at the torpedo station at Newport, Rhode Island. His religious faith is indicated by his membership in the Central Congregational church and his life has measured up to high standards of manhood and citizenship.

L. D. VAN VALKENBURG COMPANY

Levi D. Van Valkenburg was not only a well known manufacturer of pen and pencil clips and of various novelties but was the inventor of the former line, and the story of his achievement is one of the romantic chapters of commercial history in the Bay state. He was born in Adams, Massachusetts, March 10, 1854, and passed away at Holyoke in April, 1920. For many years he was identified with the American Thread Corporation in the capacity of overseer and while attending to the furnace at home he was continually annoyed by having his pen or pencils dropping from his pocket. To overcome this he devised a small clip from a rubber band and a bit of metal and had no further difficulty. Friends noticed this device and requested that he make one for them. The demand finally became so great that, recognizing the possibility for the development of a business along that line, he secured a patent for his device, May 26, 1896. For ten years thereafter the business of manufacturing the pencil clip was conducted in a room of Mr. Van Valkenburg's home by his son, W. L., and during that decade the trade reached dimensions that justified the building of a small factory in the rear of his home in Holyoke in 1906, the metal parts of the clips being made elsewhere. In 1908, however,



L. Staudt-Kernberg

machinery was purchased to be used in manufacturing and in that year William Halkett joined the firm as a machinist. In 1925 he was elected president of the company and has since filled that office. The new plant was built in the spring of 1916, in Willimansett, and upon the death of L. D. Van Valkenburg the business which had been left to the two sons and one daughter of its founder was incorporated. W. D. Van Valkenburg continues his active connection with the concern as treasurer and general manager and the line of products has been expanded to include various novelties, many of which are taken out by salesmen and otherwise distributed to the manufacturing and wholesale trade. A large business is done in clips for pens, pencils and papers and for use in the display of small articles of merchandise. Paper clips for desk use have long been a standard product of this house and more recently a long steel clip or grip has been manufactured as a special device for keeping papers in order. Today the pencil clip is in universal use and the Van Valkenburg establishment is known as the pioneer concern in this field and now has the largest plant of the kind in the world. The company is also doing a gratifying business in dies for metal stampings for numerous firms. Production is carried out by a sequence of processes, each unit passing rapidly through the different stages, including hardening, tempering, polishing and plating. There are today many lines of pen and pencil clips produced by the company, including "Faultless," "Jewel," "Security," "American," "Premier," "Holyoke," "Everyday," "Columbia" and "Liberty," and paper clips, such as the "Champion," "Sta-Fast" and "Steelgrip." Each has its particular feature as to make, finish or price and the company now enjoys not only a large domestic trade but an extensive export trade as well.

GEORGE L. BATCHELDER, JR.

One of the important commercial interests of Boston is that of Batchelder Brothers, Inc., wholesale dealers in coal. Of this company George L. Batchelder, Jr., is the treasurer and his business ability and unfaltering enterprise are effective forces in the continued success of the undertaking. A native of Medford, Massachusetts, he was born September 14, 1897, his parents being George L. and Louise (Lawrence) Batchelder. The father was formerly treasurer of Batchelder Brothers, Inc., but is now living retired in the enjoyment of a rest which he has truly earned and richly merits.

His son and namesake attended Volkmann School, Boston, and afterward entered Harvard University. While he was in his sophomore year the United States entered the World war and in April, 1917, he enlisted in the navy. After the period of training was over he was made ordnance officer of the first Naval District at Boston, and later was advanced to lieutenant and transferred for active service to Brest, France, but like

nearly all worth-while men who really saw service, hesitates to talk about his experiences in the war.

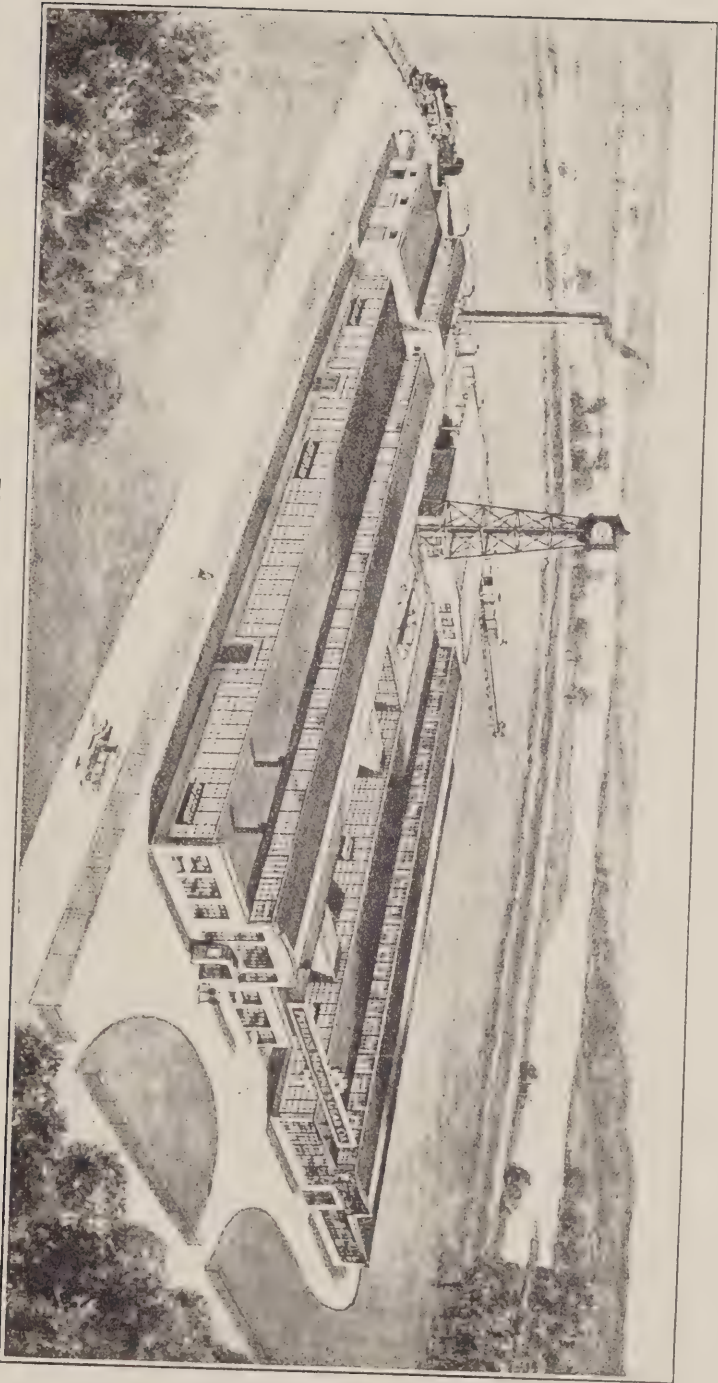
Having received his discharge in February, 1919, Mr. Batchelder re-entered Harvard University, completed his course and was graduated in 1920. After traveling for a while he became identified with Batchelder Brothers, Inc., and a short time later organized his own company under the name of the Batchelder & Felton Coal Company, with Winslow B. Felton as a partner. This company continued in business as an independent company for two years, at the end of which time Mr. Batchelder's father retired from the old company and both George L. Batchelder, Jr., and Mr. Felton again entered this company, which has since absorbed the Batchelder & Felton Coal Company, although the business is still conducted under the original name. Mr. Batchelder is a capable, thorough-going and farsighted young business man who fully carries out the traditions of the oldest coal company in Boston. In addition to his interests in this connection he is treasurer of the United States Bond & Mortgage Company, and treasurer of the Elizabeth Peabody House Association.

On the 21st of February, 1924, in Boston, Mr. Batchelder was married to Katherine Abbott, a daughter of Gordon Abbott, a prominent banker and widely known financier who is now chairman of the board of the Old Colony Trust Company of Boston. Mr. Batchelder belongs to the Unitarian church and to Samuel Crocker Lawrence Lodge, F. & A. M. He is popular in the club circles of the city, having connection with the Tennis & Racquet Club, the Union Boat Club, the Eastern Yacht Club and the Essex Country Club. He is recognized as one of the prominent young men of the city, esteemed for his personal worth as well as for those business qualifications which make him the worthy successor of his father in the conduct of one of the important commercial interests of the Massachusetts capital.

THE PERKINS MACHINE & GEAR CO.

Industrial America runs on gears, so much so that "gear" has become a household word and is widely employed in both a literal and figurative sense to express the activity and speed that distinguish our operations in all lines. As gears play an essential part in all main lines of production, so the production of gears themselves has become an important and steadily growing industry. In this field West Springfield enacts a worthy and progressively important role.

In 1911, the Perkins Mfg. Co., Inc., then successfully engaged in the production of gears, was incorporated as the Perkins Appliance Co., Inc., the founder, Julian L. Perkins, becoming president, and his brother, James A. Perkins, being chosen treasurer. Subsequently, the name was changed to the Perkins Machine & Gear Co., under which designation the concern has become a leader in the manufacture of gears for electric appliances for household use. Several of the most popular makes of elec-



PERKINS MACHINE & GEAR CO.

tric washing machines obtain virtually their entire supply of gears from this establishment. From electric washers the concern has gone extensively into ironers, wringers and other appliances having small gears as a component. It has more recently engaged in quantity production in larged-sized gears, required in heavy machinery production of various kinds while also adding further to its output of small gears.

Its new Multi-Cut machine, first employed in the Perkins plant and since introduced in improved form in other local and distant factories is adapted to the rapid production of small metal parts in a wide variety of industries, such as automotive, electrical and hardware and is said to embody a revolutionary principle. It was primarily developed for rapid cutting of gears and in this application it was an advantageous aid in placing the Perkins plant on a large production basis and is said to have effected a great saving in the cost of tools as in other production cost factors. The precision of its work is counted as a further important asset.

In 1927 the concern purchased the then idle plant of the Springfield Metal Bodies Co., in West Springfield, and removed its operations to this factory, where increased facilities were afforded. Upwards of 300 hands are employed. In 1929, due to unfilled orders running in excess of \$300,000 the company operated most of its plant on a 24-hour per day basis, and installed many carloads of new factory equipment.

The factory consists of two parallel units, each 480 by 90 feet in dimensions, running back from the front of the establishment, affording the concern upwards of 96,500 square feet of area.

The production of gears for the "talking movies" has increased in a marked degree during recent months, and an increased volume of its products now enters into export trade.

The corporation has capital of \$100,000, and J. L. Perkins is president, and J. A. Perkins treasurer.

JULIAN LEE PERKINS

Julian Lee Perkins, founder and president of the Perkins Machine & Gear Company, has developed a business whose value to Springfield can scarcely be overestimated. The enterprise has steadily grown from the beginning until its ramifying trade relations reach out into an extensive territory, the output of the plant going to foreign lands as well as to all sections of America. Mr. Perkins is a native of Vermont, his birth having occurred in Bridgewater, that state, August 25, 1876. He bears a name which appeared in English history during the reign of Richard II and which is derived from the name Peterkin. It has undergone several changes in orthography and has figured in connection with many important historical events. Peter Morely, Esq., alias Perkins, was an officer in the household or steward of the court of Sir Hugh Dispencer about 1300, A. D. Several of the name lived in the neighborhood of Newent, in Gloucester

county, England, and the line of descent in New England comes down from John Perkins, who was the founder of the family in America. He was born about 1590 and sailed from Bristol, England, December 1, 1630, in company with the Rev. Roger Williams, aboard the ship *Lion*, with his wife, Judith, and their five children: John, Thomas, Jacob, Elizabeth and Mary. The voyage, which was a stormy one, covered sixty-seven days, but at length they reached Boston harbor in February, 1631. For a time they resided in Boston, where John Perkins was made a freeman the same year and was named one of the committee of four appointed to settle the boundary between Roxbury and Dorchester on the 7th of November, 1632. In the following year he removed to Ipswich, Connecticut, where he had one of several grants of land, building his house near the river at the entrance to Jeffs Neck, now East street. In 1636 he was deputy to the general court and he served on the grand jury from 1648 to 1652. Two children, Lydia and Nathaniel, were born in this country, and from his four sons—John, Thomas, Jacob and Nathaniel—are descended the various Perkins families in New England. Among those who went to Vermont were the ancestors of Julian Lee Perkins.

His great-grandfather, Elisha P. Perkins, who lived in Stockbridge, Vermont, married Hanna Taft and their son, Elisha P. Perkins, was born in Stockbridge, March 10, 1809. He followed the occupation of farming and also the trades of mason and builder when the work of the fields did not claim his time and attention. He also became an expert charcoal burner and thus lived a very busy and useful life, his death occurring April 10, 1879. His wife, Louisa Baird, was born in Grafton, Vermont, August 27, 1808, and died August 10, 1878. They were the parents of eight children: Jasper, Charles A., Addie, Letty, Louisa, Elisha, Royal and Seth.

Charles A. Perkins, son of Elisha P. Perkins, was born in Bridgewater, Vermont, October 25, 1843, and spent his last days in Wethersfield, Connecticut, where he passed away July 4, 1902. His education was acquired in the public schools of the Bridgewater district and he assisted his father on the home farm before and after the daily school session and during the vacation periods. Later he gave his entire attention to farming, which was his lifelong occupation save for the period of his service in the Civil war. He became a member of Company C, Twelfth Regiment of Vermont Volunteers, and was on active duty for nine months. He then returned to Bridgewater, where he resided until 1896, being a highly respected and well known farmer of that locality. He married Eliza M. Dinsmore and their five children were: Fred D., now deceased; Mattie, who became the wife of J. B. Standish; Julian Lee; James Albion; and Ruby, who has also passed away.

Julian L. Perkins had the educational advantages accorded by the school system of Bridgewater and after his textbooks were put aside he became an engraver, following that line of business for a number of years. He was also owner of a sawmill and has always displayed marked skill and ingenuity along mechanical lines. In 1917 he took up the manufacture

of gears, beginning in a small way, but his business was aided greatly by the demand for war material. After the war terminated the plant was devoted to the manufacture of standard gears and the business was carried on under the name of the Perkins Appliance Company, Inc., with J. L. Perkins as president and James A. Perkins as treasurer. In November, 1926, however, a reorganization was effected under the name of the Perkins Machine & Gear Company and the business is steadily growing, having become one of the large industrial enterprises of Springfield. J. L. Perkins still remains president of the corporation, while his brother is now vice president.

Mr. Perkins was married October 6, 1902, in Williamsburg, Massachusetts, to May Violet Bailey. In religious belief he is an Adventist. Fraternally he is identified with Orthodox Lodge, A. F. & A. M., and he also has membership in the Springfield Chamber of Commerce and in the Manufacturers Association. His business interests claim the greater part of his time and attention and the steady development of the enterprise is proof of his powers and capability.

JAMES ALBION PERKINS

James Albion Perkins is the vice president of the Perkins Machine & Gear Company, which in November, 1926, under that name reorganized the business formerly conducted under the style of the Perkins Appliance Company. Since his entrance into the business world he has been associated with this undertaking and is regarded as one of the representative industrial leaders of Springfield. He was born in Bridgewater, Vermont, August 23, 1879, and is a brother of Julian Lee Perkins, founder and president of the business, who is mentioned elsewhere in this work.

When his school days were over James A. Perkins became identified with the lumber industry and operated sawmills in Blandford, Williamsburg and Goshen, Massachusetts. On attaining his majority, however, he decided to make a change in his business connections and went to Hartford, Connecticut, where he engaged in photo-engraving for a time. Later he came to Springfield, where he entered the employ of the Springfield Photo-Engraving Company but subsequently transferred his connection to the Phelps Publishing Company. In the meantime his brother, Julian Lee Perkins, organized the Perkins Manufacturing Company, Inc., and had successfully undertaken the production of gears. The concern steadily grew until by 1911 its possibilities were fully demonstrated, guaranteeing a successful future, and the business was incorporated under the name of the Perkins Appliance Company, manufacturers of special machinery and gears. Julian Lee Perkins continues as president and for a time James Albion Perkins was treasurer but in November, 1926, the name was changed to the Perkins Machine & Gear Company, at which time James A. Perkins was elected vice president and John Duggan became his suc-

cessor as treasurer. The plant was moved to its present location on Circuit avenue in West Springfield, October 1, 1927, where the company has eighty thousand square feet of floor space and now employs three hundred and fifty men (1929). Its gears and machinery are sent to all parts of the world, where they are being successfully used, giving entire satisfaction to patrons.

On the 9th of April, 1918, in Buffalo, New York, Mr. Perkins was united in marriage to Flossie I. McCloud, daughter of Charles and Jennie (Caton) McCloud, natives of Canada. Mr. Perkins belongs to the Congregational church and fraternally is connected with Esoteric Lodge, F. & A. M., and Morning Star Chapter, R. A. M. He likewise belongs to the Springfield lodge of Elks and to the Field and Game Association, while his interest in public welfare and in commercial and industrial progress is seen in his identification with the Springfield Chamber of Commerce. His cooperation can at all times be counted upon to further any plan and measure for the general good and he is accounted one of the progressive business men and public-spirited citizens of Springfield.

JOSEPH H. PERRY

In the year 1900 Joseph H. Perry organized the Cambridge Paper Box Company and through the intervening years to the present time has taken active part in directing its development and promoting its trade relations, making it one of the valued industrial enterprises of Cambridge. Mr. Perry is a native of the neighboring state of Maine, his birth having occurred at Livermore Falls, May 4, 1869. He pursued his education in the grammar schools of various cities in Massachusetts and he started out to provide for his own support in 1886, when a youth of seventeen years, with the Spaulding & Tewksbury Company, dealers in paper and box manufacturers' supplies. He received thorough training along this line and in 1893 he went to Chicago as a salesman. The following year he was made manager and so continued until 1896, after which he traveled for about three years for other firms. In 1899 he went to work in a paper box factory in Somerville, Massachusetts, but a laudable ambition prompted him to establish an independent business and in 1900 he organized the present company operating under the name of the Cambridge Paper Box Company. In 1901 he admitted Edwin B. Story to a partnership and the business was incorporated, with Mr. Story as president and Mr. Perry as treasurer. The following year, however, he purchased the interest of Mr. Story and in 1903 sold a share of the stock to E. R. Spaulding, who then became president of the company and so continued until February 6, 1929, when he retired and Mr. Perry was forced into the presidency. Throughout all the years, covering about three decades, he has been the guiding spirit in this enterprise, maintaining the highest standards in manufacture and also in the development of the trade. The products of the Cambridge Paper Box Company are widely sold and the house



JOSEPH H. PERRY

maintains an unassailable reputation for the reliability of its methods. The business has expanded considerably and now occupies several buildings in Cambridge, while further expansion is shown in the erection of a most modern plant in Woburn. Mr. Perry is also a director of the Federal Mortgage & Loan Company of Boston and on the board of directors of the Manufacturer's National Bank of Cambridge, at Kendall Square. He was active in promoting the National Paper Box Manufacturers Association, of which he served as a director for six years. His high standing in his chosen field is indicated in the fact that he was formerly president of the New England Paper Box Manufacturers Association.

In Somerville, Massachusetts, in 1894, Mr. Perry was united in marriage to Marguerite D. Wallace, of Scotland, and they now have a daughter and a son: Elizabeth L., the wife of Dr. F. H. Paul of Newtonville, Massachusetts; and William H., who was graduated from Dartmouth College in 1922 and is now vice president of the Cambridge Paper Box Company.

Mr. Perry has manifested a commendable interest in community welfare and from 1912 until 1914 inclusive served as alderman of Somerville, while in 1915 he became a member of the Massachusetts legislature and so continued for three years, giving thoughtful and earnest consideration to the vital questions which came up for settlement during his legislative experience. He is prominently known in Masonic circles, having taken the degrees of both the York and Scottish rites, and he is also a member of Aleppo Temple, A. A. O. N. M. S., and belongs to the Shrine Band. He is one of the trustees of Caleb Rand Lodge of the Independent Order of Odd Fellows; belongs to the Benevolent and Protective Order of Elks; is sergeant in the Ancient and Honorable Artillery Company of Boston, and is a member of the Boston City Club and of the Chamber of Commerce. All these associations indicate the nature and breadth of his interests and the rules which govern his conduct, so that his record as a citizen is in harmony with his record as a business man, being characterized by fidelity to duty in every particular.

ERNEST E. SMART

Ernest E. Smart has become widely known in business circles as manager of Smart's Oil Company of Waltham. He was born in Fryeburg, Maine, December 16, 1862, and pursued his early education in the public schools of the Pine Tree state, while subsequently he took a course of study in the Alexander Hamilton Institute. He first obtained employment in a small jewelry shop and later entered the service of the Waltham Watch Company, with which he spent five years as an adjuster. Next he became connected with the Howard Watch Company, by which he was employed for twelve years in supervising work. On the 31st of May, 1922, he left the latter concern and associated himself with his brother, Harris A. Smart, to enter the gasoline and oil business in Waltham. Here Ernest E.

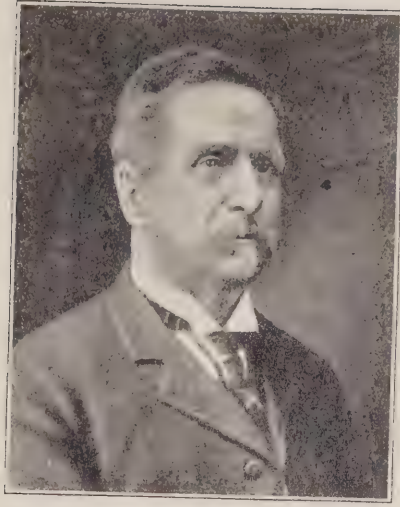
Smart has won substantial success as the manager of Smart's Oil Company, the business of which has grown steadily under his direction. As above stated, the company now operates in about thirty cities and towns in Greater Boston, representing the Beacon Oil Company of Everett, Massachusetts.

Mr. Smart is the father of four fine sons. The eldest, Ernest W., who is twenty-five years of age, entered business life after three years' high school work in Waltham and is now a successful salesman in the employ of a large eastern dealer handling Atwater-Kent radios. He married Miss Betty Bowers of Newton, Massachusetts. Arthur A., a young man of twenty-three, who also attended high school in Waltham for three years, is now pursuing a special course in advertising and business management at Boston University. He married Miss Betty Landers, of Boston. Harry H., twenty-one years of age, is a student at the Massachusetts State College at Amherst. Howard, a youth of sixteen, is a cadet at the Alabama Military Institute.

A republican in politics, Mr. Smart is an active worker in the local ranks of the party. He rendered effective service as a member of the city council of Waltham in 1923-24 and for the past two years has been chairman of the park commission, to which he has recently been reelected for another five year term. He assisted in organizing and became one of the charter members of the Rotary Club of Waltham, also belongs to the Waltham Chamber of Commerce and is a member of the Waltham Country Club. In religious belief he is an Episcopalian. In Masonry he has taken the degrees of both the York and Scottish Rites, belonging to the following bodies: Monitor Lodge, A. F. & A. M.; Waltham Chapter, R. A. M.; Boston Lafayette Lodge of Perfection; Giles Fonda Yates Council of Princes of Jerusalem; Mount Olivet Chapter of Rose Croix; Massachusetts Consistory, S. P. R. S.; and Aleppo Temple, A. A. O. N. M. S., of Boston. Mr. Smart's recreation is largely hunting and fishing in the woods of Maine and also across the border in Canada. Aggressive and successful in business affairs, actively and helpfully interested in matters of public moment and held in warm regard by all who know him, Ernest E. Smart well deserves mention among Massachusetts' representative citizens.

WHITE-SMITH MUSIC PUBLISHING COMPANY

Many of the gentlemen who started publishing music in the United States were musicians themselves. Their souls were filled with music and they desired to leave to succeeding generations a heritage rich in cultural education. Although highly esteeming the music of Europe, they were most generous in their encouragement of the musical efforts and development of the composers of our native land. This undoubtedly is



CHARLES ALBERT WHITE



DANIEL LUTHER WHITE



CHARLES ALBERT WHITE



WHITE-SMITH MUSIC PUBLISHING COMPANY

one of the characteristics that will keep these pioneers of the industry fresh in the memories of succeeding generations.

Foremost among these music publishers was Charles A. White, a musician of note and the founder of the White-Smith Music Publishing Company of Boston, New York and Chicago. Busy as he always was, he was ever ready to lend his services to any good and worthy cause. As a result of his kindly and generous spirit, he soon became a well known character in musical circles of Boston and vicinity.

In addition to being endowed with rare musical ability, he was a remarkable judge of character and due to this trait he seldom was mistaken in his business ventures.

In 1867, shortly after the Civil war had come to a close, Mr. White entered the music publishing business. He was especially interested in the printing of melodic songs of more than ordinary merit of those early days—songs that reflected the sentiments and thoughts of the American people of that period. In order that he might publish on a larger scale, he entered into a partnership with W. Frank Smith and John F. Perry, thus accounting for the original name of the firm White, Smith & Perry. Mr. Perry subsequently withdrew from the partnership and the name of the firm was changed to White, Smith & Company, later being changed to its present form, the White-Smith Music Publishing Company, which was incorporated under the laws of Massachusetts on April 16, 1897.

In 1892, upon the death of the founder, his son, Daniel L. White, became president of the corporation. At his death in 1919, his son, Charles A. White, of the third generation and namesake of the founder, became president of the company.

The officers of the corporation at the present time are Charles A. White, president; George F. Sliney, treasurer and clerk; Charles A. White, Banks M. Davison and William F. Garcelon, directors. William F. Garcelon, Esquire, a well known Boston attorney, also acts in the capacity of legal advisor for the company.

The White-Smith Music Publishing Company were the first music publishers in this country to reproduce music by the lithographic process from engraved music plates. From their early manufacturing establishment, located at 576 Washington street, Boston, the company moved to much larger quarters at 62-64 Stanhope street, Boston, where they erected one of the first and largest plants for the exclusive manufacture of sheet and book music in all its varied forms, conducting a general business of music printing, engraving and binding for themselves and the allied trade.

In the year 1919, at the time of the general trend of business toward the Park Square section of the city of Boston, the company moved from 62-64 Stanhope street to 40-44 Winchester street, Boston, due to the city making extensive realty takings, among them being the extension of Clarendon street across Stanhope street where the company's plant was located, to Columbus avenue. Their present quarters, consisting of a building of five floors and basement of reinforced steel and concrete, are

used exclusively for the manufacture of their publications and those of many other publishers who have no printing or engraving plants of their own.

In the early years of the company, the White-Smith catalog was rather limited, but it has shown continuous growth until today it embraces a comprehensive line of music in most all of its forms. It contains sacred, semi-sacred, and secular songs, quartets and choruses for men's, women's and mixed voices, songs and hymns for various patriotic and religious occasions, operettas, oratorios, masses and vespers. The catalog also contains a splendid selection of piano music, musical primers and harmony methods. It includes music for the violin, banjo, clarinet, cornet, drum, fife, flute, guitar, mandolin and all the wind and string instruments. It contains a splendid supply of organ music of the most artistic quality.

From such a varied catalogue it is difficult to select a few of the most noteworthy numbers. Among the songs they publish are such well known compositions as: *Marguerite* (White), *Good-bye, Sweet Day* (Vannah), *Ah, Sweet is Tipperary* (McCarthy-Harts), *From the Land of the Sky-blue Water and I Hear a Thrush at Eve* (Cadman), *Ave Maria* (Bailey), *Not Understood* (Houghton), *Salve Regina* (Eayrs), *Dawn in the Desert* (Ross). For the piano: *Clayton's Grand March* (Blake), *The Witches' Flight* (Russell), *Yellow Jonquils* (Johanning). The *Crimson Rambler* (Harts), *Vesper Time* (Pflueger), *Moonlight Sketches* (Gronow), and *Silvery Shadows* (Loth). For Violin and Piano: *Danza Espagnole* (Huerter), *Wah-Wah-Taysee* (Cadman), *Valse Gracieuse* (Goldstein), *Summer Rhapsody* (Coerne), *Introduction and Rondoletto* (Eichberg) and *Prelude in A Minor* (Hendricks). For the organ: *Dawn's Enchantment* (Dunn), *Laudate Dominum* (Frysinger), *Rippling Brook* (Gillette), *Within a Chinese Garden* (Stoughton), *Chant Angelique* (Loud), *Six Picture Scenes* (Lemare). The foregoing list of music gives but an inadequate idea of the splendid collection carried by the White-Smith Music Publishing Company of Boston, New York and Chicago. For many years the company published a bright, breezy and very popular music magazine called "The Folio." It was a thirty-two page publication, composed of musical items, and contained information and gossip regarding the trade, and had a subscription list of considerable size. The first number appeared September 1, 1869.

Charles A. White, the founder of the company; was a popular composer of his time. He was born at Dighton, Massachusetts, in 1829, and died in 1892, at the age of sixty-three years. At an early age, he was a violinist of note, and for a time was master of dancing and fencing at the United States Naval Academy at Newport. In 1867, as above indicated, he formed a partnership with W. Frank Smith and John F. Perry, which was the genesis of the present firm of White-Smith Music Publishing Company. Mr. White is said to have written some fifteen hundred compositions, the most popular of which was "*Marguerite*."

His grandson and namesake has been actively connected with the company for the past quarter century and is now its chief executive. He was

born in Boston, March 3, 1883, the son of Daniel L. and Evangeline J. (Ramsdell) White, the former a native of Taunton, Massachusetts, and the latter of East Rindge, New Hampshire. He attended the public schools of Boston and continued his education at a private school and at Comer's Commercial College. Upon attaining his majority he joined his father, Daniel L. White, then president of the company. Concentrating his energies and attention upon the business, he acquainted himself with the trade in its various phases and was thus well qualified to succeed to the presidency upon his father's death. He is also a director of the Music Publishers' Association of the United States and is widely known in the trade.

Charles A. White was married in 1915 at Worcester, Massachusetts, to Miss Clara E. Mersereau of New York City and they have a daughter, Enid Marguerite. Mr. and Mrs. White attend the Congregational church and Mr. White is a member of the Benevolent and Protective Order of Elks. He enjoys motoring and also spends some time on a farm which he owns in New Hampshire, but the major part of his attention is concentrated upon the business in which he has been engaged for the past twenty-five years, his efforts constituting a valuable asset in the continued development of the company. The business has long been upon a paying basis and is carefully managed, owing to the wise direction and executive ability of Charles A. White.

COBB & DREW, INC.

Eighty years of history has made Cobb & Drew, Inc., more than a mere manufacturing concern. Years of friendly dealing have formed personal relationships which broaden and underlie its trade contacts. When in 1848 Benjamin Cobb and William R. Drew organized the original firm, to turn "bog ore" into foundry products on Old Foundry Pond in Kingston, their rugged personalities naturally gave set to the foundation principles of the organization, and ever since it has been known for its ability to stand on its own feet. In later years B. C. Quinby, preeminent in business ability, strengthened the concern by his individuality, which added personal force coupled with genial spirit. Henry I. Seymour brought mechanical genius to the designing of the equipment, producing machines of unusual efficiency; and machines made from those designs are today manufacturing products of superior merit. These mentioned qualities Mr. Quinby, in his day, and through many later years Charles A. Bumpus, has brought to the trade a friendly contact. Foundry iron manufacturing led to the making of rivets, now the greater part of tonnage; naturally, riveting burrs followed, and later were added tacks, staples and cotters. Over one hundred and twenty items of regular stock are listed and more than three thousand samples are carried of special merchandise made to customers' orders. Rugged integrity, insistence on quality of products, with excellence of service, courtesy and frankness in dealings, are still the

characteristics of the corporation which succeeded Cobb & Drew in 1907. The official personnel at this time is as follows: Charles A. Bumpus, president; Frank C. Smith, treasurer and general manager; and Thomas S. Fogarty, superintendent. The last named was graduated from the Massachusetts Institute of Technology in 1920. Charles A. Bumpus has retired after fifty years' active identification with the corporation. The factory is operated in Kingston and employment is furnished to about fifty-two people.

Frank C. Smith, treasurer and general manager, is thus in executive control of an industrial enterprise which has been in continuous existence for more than eight decades. A native of Enfield, New Hampshire, he came to Plymouth, Massachusetts, in 1908, and was here connected with Moore Brothers, dry goods merchants, for a period of nine years. In 1917 he became associated with Cobb & Drew in the capacity of assistant treasurer and three years later, in 1920, was made treasurer and general manager of the corporation. A public-spirited, enterprising and progressive citizen of Plymouth, Mr. Smith made a creditable record as a member of the board of selectmen for two years and also as town moderator, which position he has filled for several years. He is a worthy exemplar of the beneficent teachings and purposes of the Masonic fraternity, to which he belongs, and is likewise affiliated with the Independent Order of Odd Fellows. Mr. Smith is a man of sterling character, sound business principles and courteous and affable manner, has made many warm friends during the twenty-one years of his residence in Plymouth, and throughout the circle of his acquaintance is held in the highest regard.

ALLEN HUBBARD

A nationally known concern is that in which Allen Hubbard is associated in a partnership relation with Hollis French, with offices at 210 South street, Boston, their business as consulting engineers, especially in connection with steam, hydraulic, electric and mill construction, as well as heating and ventilating work, extending from coast to coast. Mr. Hubbard was born in Westfield, Massachusetts, December 9, 1860, and completed his preliminary education in the Westfield high school, while later he entered Yale University as a student in the Sheffield Scientific School, from which he was graduated in 1883. His thorough training well qualified him for responsible positions and steadily he has worked his way upward. His initial connection was with the Riverside Oswego Woolen Mills at Providence and Oswego Falls, New York, and later he was associated with The H. B. Smith Company in their Providence (R. I.) office. He afterward became connected with the Boston office of Albert B. Franklin. In 1898 he began operating independently by forming a partnership with Hollis French, which association has since been maintained. They have gained a very large clientele, their business growing con-



ALLEN HUBBARD

stantly in volume and importance with the passing years. They have become recognized as foremost representatives of their profession. Among the large projects with which they have been connected are the Boston Custom House Tower, the courthouse of Cuyahoga county, Ohio, the Buffalo City Hospital, the plant of the W. H. McElwain Shoe Company at Manchester, Massachusetts, the plant of the Manchester Traction, Light & Power Company and the courthouse at Providence, Rhode Island. They are also consulting engineers for Yale University, where they maintain an office, and are now working on projects which will run into millions of dollars in making changes in and additions to the university buildings. They had the distinction of being engineers for the Boston Consolidated Gas Company building, which is the largest gas-heated building in the world. Along the line of his profession Mr. Hubbard finds ready solution for the most intricate and involved problems and his opinions carry weight in professional circles. It is thus that his firm has been accorded the engineering for the Boston Chamber of Commerce building, the Boston Custom House Tower, the United Shoe Machinery building, the Shawmut National Bank building and the Hallet & Davis Piano Company building. They are consulting engineers for the Eberle Tanning Company at Westfield, Pennsylvania, and the Elkland Leather Company at Elkland, Pennsylvania, also in connection with the restoration of Williamsburg, Virginia, and various other equally important and extensive projects. Not only is Mr. Hubbard recognized as a foremost consulting engineer but is also known in other business connections, being a director in several manufacturing companies. During the World war period the firm of French & Hubbard were employed as engineers for the power plant and heating for the army supply base at South Boston and also did work in Bath, Maine, and Bridgeport, Connecticut. The firm of Allen Hubbard & Hollis French is working on a number of large buildings under construction for Harvard University, some of which are financed by the Harkness Fund of \$11,000,000 provided recently for the school.

On the 23d of September, 1896, Mr. Hubbard was married to Edna L. Woodruff, of Winsted, Connecticut, and they have two children, Allen and Gilbert. Mr. Hubbard spends his leisure hours largely in golfing and he has membership in the Charles River Country Club, also in the Boston University Club, the Yale Club of Boston, the Exchange Club and in the Graduates Club of New Haven, Connecticut.

ALFRED M. GOULD

Alfred M. Gould is identified with a business that has been in existence for almost a century and is now conducted under the name of the S. W. Gould & Brothers Company. After leaving school Alfred M. Gould became associated with the enterprise. He was born in Malden, Massachusetts, October 19, 1850, a son of Nathaniel B. and Rebecca (Piatt) Gould.

He attended the schools of Malden and when his textbooks were put aside became associated with the S. W. Gould & Brothers Company.

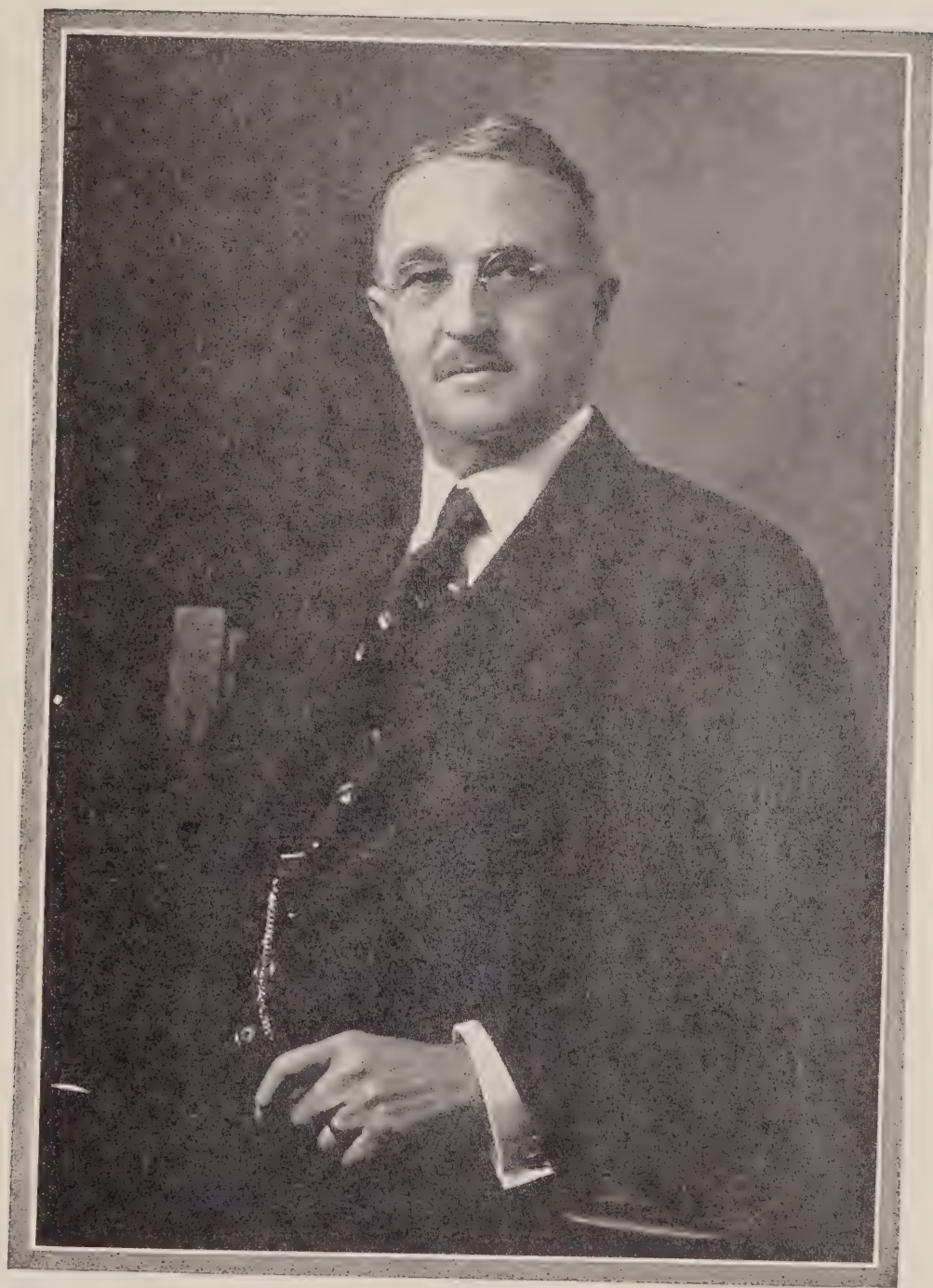
The business was established in 1835 by Nathaniel B. Gould, who began growing, gathering and packing herbs for the trade, and was conducted by him until his death in 1865. He was succeeded by his son, Sylvester W. Gould, who carried on the business alone until about 1880, when he admitted his two brothers, A. M. and A. W. Gould, to a partnership. Both S. W. and A. W. Gould have since passed away, the death of the latter occurring in 1925. Alfred M. Gould remains at the head of the business, which is the only enterprise of its kind in New England and without doubt is the oldest in the country continuously carried on under one management. At the beginning they conducted a herb farm but today most of the products which they handle are grown by others. They give employment to about twenty people and the business is unique in its character.

On the 19th of November, 1872, Mr. Gould was united in marriage to Miss Mary Benson and they have one son, Watson Benson Gould, who was born in Malden, October 16, 1874, and is now married. Mr. Gould has always been much interested in outdoor life, finding his pleasure and recreation in fishing, hunting and other sports of similar character.

EDWARD P. BOSSON

For more than a third of a century Edward P. Bosson has been successfully engaged in business as head and owner of the firm of Bosson & Lane, manufacturing chemists, with works and office in Atlantic. His birth occurred in Chelsea, Massachusetts, August 30, 1864, his parents being William and Mary B. (Hawkes) Bosson, who were also natives of the Bay state, the former born in Salem and the latter in South Redding, now Wakefield. William Bosson was a manufacturer of upholstery in Chelsea for a number of years. The Bosson family is old Huguenot stock.

Edward P. Bosson acquired his education in the Chelsea public schools and after putting aside his textbooks sold dyestuffs on the road until 1895. On the 1st of January of that year he established the firm of Bosson & Lane, beginning operations in Central Wharf in Boston, where the business was carried on for eight years. On the expiration of that period, in 1903, Bosson & Lane erected their present building in Atlantic and they have since developed an enterprise of extensive proportions in the manufacture of chemicals. Their output includes castor oil products, sizing and finishing compounds, B & L bleachers' bluing and violet tints for dyeing, bleaching, sizing, finishing and printing textiles. Sulphonated castor oil is sold under the trade names of Alizarine Assistant, Turkey-Red Oil, Soluble Oil and Oleine. It is the base of other products on the market, some of which are compounded with solvents and offered under



EDWARD P. BOSSON

special names as cleansing agents and assistants in bleaching and dyeing. The most reliable qualities are made from pure castor oil. Long and continued identification with the business of manufacturing dyestuffs has gained Mr. Bosson thorough familiarity with every phase thereof and his opinions are considered authoritative among the representatives of the industry. He is also a factor in financial affairs as a director of the Newton Trust Company and trustee of the Newton Center Savings Bank.

On the 20th of October, 1891, Mr. Bosson was united in marriage to Annie L. Marshall and they are the parents of two daughters, Ruth and Flora. The family home is in Newton Center.

Mr. Bosson has been an active worker in the local ranks of the republican party and from 1905 until 1908 served his fellow townsmen most acceptably as city alderman of Newton. He was a member of the State Guard in 1920. With the passing years he has joined numerous business, civic and social organizations and his name is now on the membership rolls of the Boston Chamber of Commerce, the Newton Chamber of Commerce, the Quincy Chamber of Commerce, the American Chemical Society, Associated Industries of Massachusetts, Boston Credit Men's Association, the Boston City Club, the Home Market Club, the Drysalters Club, the Charles River Country Club, the Laconia Country Club, the Massachusetts Republican Club and the Middlesex Club.

JOSEPH T. COLLINGWOOD

Joseph T. Collingwood, who at the organization of the Mayflower Worsted Company of Kingston became treasurer of the corporation and still retains that office, was born in Plymouth, Massachusetts, March 11, 1867, a son of James B. and Marian F. (Thrasher) Collingwood. The father, who was at one time deputy sheriff of Plymouth county, passed away at the remarkable age of ninety-seven years.

Joseph T. Collingwood obtained a public school education and afterward engaged in the furniture business with his father and brother, James A. Collingwood, in Plymouth. For thirty-five years they conducted the business, enjoying a substantial measure of success as time passed on, but Joseph T. Collingwood transferred his activities to the Mayflower Worsted Mills on their establishment in 1919 and has been associated with the company in the office of treasurer to the present time.

Mr. Collingwood was married in Plymouth to Miss Mary Morton, who passed away in May, 1926, leaving a son, Donald, and two daughters: Priscilla M., the wife of Daniel Ellis; and Elizabeth C., who is Mrs. Lester Murdock.

Mr. Collingwood holds membership in the Unitarian church, and in Masonry he has become identified with both the York and Scottish Rites, belonging to Old Colony Commandery, K. T., while in the consistory he has attained the thirty-second degree. He is also connected with the Old

Colony Club, and his membership in both the Plymouth Chamber of Commerce and the Boston Chamber of Commerce is indicative of his interest in the organized effort that is being made to advance business standards and promote trade relations.

HAROLD J. WESTON

Harold J. Weston, the efficient manager of the plant of the Mayflower Worsted Company at Kingston, was born November 15, 1883, in this city and is a son of Myles S. and Nellie (Peaslee) Weston, also natives of Massachusetts. The public schools accorded him his educational privileges and when his text-books were put aside he became connected with the woolen manufacturing industry as an employe of the Standish Worsted Mills, with which he remained for three years. He afterward spent eighteen years with George Mabbett & Sons of Plymouth, engaged in the same line of work, and upon the organization of the Mayflower Worsted Company in 1919 he became identified with the new concern as manager and has since continued in this position, fully measuring up to the requirements of the office. His long experience has well qualified him for work of this character, and his efficiency is widely acknowledged.

In Kingston, Massachusetts, October 6, 1906, Mr. Weston was married to Miss Lucy Cole, and they have two sons, Horace and Myles. Mr. Weston has long been actively and prominently identified with the Masonic fraternity and is a past master of the blue lodge, a past high priest of the chapter and past district deputy. He likewise belongs to Abbington Council, R. & S. M., and Aleppo Temple of the Mystic Shrine, while along strictly social lines his connection is with the Old Colony Club. His has been an active and useful life, marked by steady progress in the field in which he early directed his efforts.

PATRICK BANNON

Patrick Bannon, who was a recognized authority on bleaching, occupied the presidency of the Mansfield Bleachery in Mansfield, Massachusetts, from its organization in 1909 to the time of his death. Born in Cranston, Rhode Island, in 1841, he was a son of John and Katherine Bannon and a grandson of Peter and Ann (Getrick) Bannon, of County Roscommon, Ireland. After a few years' attendance in the public schools of his native state, he went to work, in 1854, in the bleach house of the Sayles Bleachery, and eighteen years later was made foreman of the starching department. In the fifty-two year period during which he was identified with this large establishment, Mr. Bannon acquired the reputation of an expert bleacher, and in 1909, upon the organization of the Mans-

field Bleachery, in Mansfield, Massachusetts, he was chosen president of this latter corporation, so serving until his death. His advancing years impelled him in 1906 to resign his connection with the Sayles Bleachery, but even after his retirement he was frequently consulted in matters pertaining to the art of bleaching.

Mr. Bannon resided in Central Falls, Rhode Island, from 1875, and in 1898 he was elected and served as alderman from the fifth ward of that city, and again in 1899, having been chosen on the democratic ticket. For many years he was a communicant of Holy Trinity church in Central Falls and a generous supporter of that parish.

On the 23d of October, 1873, Mr. Bannon was united in marriage to Lena Burke, daughter of Michael and Bridget Burke, of County Tipperary, Ireland. To them were born six children, of whom three sons and one daughter survive. Of these, John F. Bannon, born July 22, 1875, attended La Salle Academy and Brown University and became president of the Mansfield Bleachery at the death of his father. William H., born April 8, 1880, attended La Salle Academy and Brown University and in 1909 became treasurer of the Mansfield Bleachery. Margaret Bannon, born July 21, 1882, married Eugene R. Farrell, son of Charles and Rose (Cadden) Farrell, and passed away in February, 1921. Leo M. Bannon, born April 15, 1884, was graduated from Brown University in 1907 and became a mechanical engineer at Ware Shoals, South Carolina, and in 1915 became associated with the Mansfield Bleachery, being elected secretary in 1921.

Patrick Bannon became ill during the Christmas holidays of 1912 and passed away about three weeks later, on the 14th of January, 1913, aged seventy-one years.

WILLIAM H. BANNON

A thoroughgoing business man, alert, energetic and determined, William H. Bannon as treasurer and general manager of the Mansfield Bleachery has contributed in substantial measure to its success. A native of Rhode Island, he was born at Central Falls, April 8, 1880, a son of Patrick and Lena (Burke) Bannon. The father, who was born in Providence, Rhode Island, was connected with textile manufacturing as a representative of the Sayles Bleachery for more than a half century and died in 1913, while his wife, a native of Ireland, survived him until 1922.

In the public schools of his native city William H. Bannon began his education and afterward attended La Salle Academy of Providence, Rhode Island, while subsequently he qualified for his particular line of business activity by a special course in chemistry at Brown University. Following his graduation he entered the Sayles Bleachery, with which his father had so long been identified. His theoretical training was thus supplemented by broad practical experience which deepened as he gained

various promotions. Ambitious to engage in business on his own account, he established the Mansfield Bleachery at Foxboro, Massachusetts, in 1909, near the Mansfield line, and has since been treasurer and general manager of the company. The equipment of his plant is thoroughly modern and the processes employed express the latest improvements and methods in the matter of bleaching. The results achieved are highly satisfactory to his patrons and the business has steadily grown and developed. One of the elements of his success has been his interest in the welfare of his workers, manifest in a most practical way. In addition to conducting the Mansfield Bleachery, Mr. Bannon is known in business circles as vice president and director of the Southern Bleachery, which he aided in founding and which is situated in Greenville, South Carolina. He is likewise a director of The Tavern at Mansfield, The Attleboro Trust Company, and the First National Bank of Mansfield, Massachusetts. He is also president of the Piedmont Print Works, Inc., of Greenville, South Carolina, which is the pioneer print works doing a general line of commission printing in the south.

In 1905 was celebrated the marriage of Mr. Bannon and Miss Mary J. McCarthy, of Providence, Rhode Island, whose father, Patrick J. M. McCarthy, was at one time mayor of that city. Mr. and Mrs. Bannon are communicants of St. Mary's Roman Catholic church, and he is a member of the Knights of Columbus and of the Benevolent and Protective Order of Elks at North Attleboro. He also has membership in the New York Yacht Club, Merchants Club and Arkwrights Club of New York, the Franklin Country Club and the Sharon Golf Club. His political support is given the republican party and during the World war he served on a number of boards and committees, the recognition of his work coming to him in a certificate from the United States government. He supports various civic projects that promise progress and improvement and is a trustee of the Foxboro Hospital. His entire life has been marked by an onward and upward course, manifest not only in his business affairs but in his relations to the general public as well.

P. C. ROGERS

P. C. Rogers is treasurer of the Roxbury Steel Castings Company of Boston, operating the largest steel foundry in New England. He was born in Boston in May, 1881, and obtained a grammar school education. His initial step in the business world was made as an employe of a dry goods firm, with which he remained for about a year, and he then turned to industrial activity, spending the next twenty years in various steel mills. He made frequent changes in his business connections, each one of which, however, marked a forward step and indicated his growing experience and broadening knowledge as different duties and responsibilities were assigned him. In this way he learned the entire steel manufacturing



P. C. ROGERS

business from the making of pig iron to the operation of steel furnaces. He afterward worked for a jobbing house, selling steel castings in New England, and thus he became associated with that feature of the business, which connects the manufacturing end with the purchasing public. In 1921 the present business was established under the name of the Roxbury Steel Castings Company, of which Mr. Rogers became treasurer and so continues. The success of the enterprise has been almost phenomenal. The plant has been enlarged until it is now the most extensive steel foundry in New England and the company specializes in the manufacture of large castings for steering and for rudders on the biggest ships, making castings up to twenty-five tons in size. The plant is most modern in all of its equipment and processes and the business has steadily developed until it is one of the most important industries in this line in the east. If it were not for this plant in Boston, emergency work that has to be made on ships in port here, would be seriously impaired.

Mr. Rogers was married in Boston, in 1905, to Miss Mabel Green. In his fraternal relations he is a Mason, having taken the degrees of both the York and Scottish rites, and he is also a member of Aleppo Temple of the Mystic Shrine of Boston. His interest in community welfare is shown in his membership connection with the Chamber of Commerce and he also belongs to the Wollaston Yacht Club, while along the line of his chosen life work he is identified with the American Foundry Association and the American Society of Testing Materials. He has steadily worked his way upward, deserving much credit for what he has accomplished, and the proud American title of a self-made man is his.

ERNEST N. HOOD

Ernest N. Hood is largely directing the policy of one of the largest cotton mills in the country, being now treasurer of the Naumkeag Steam Cotton Company of Salem. The greater part of his life has here been passed. A native of Salem, he was born February 3, 1881, and in the acquirement of his education he passed through consecutive grades to the high school. When his student days were over he entered the employ of the Naumkeag Steam Cotton Company in a clerical capacity and remained with the corporation for twenty years, advancing to the position of bookkeeper and accountant.

In 1917 when the cotton department of the Arlington mills in Lawrence was separated from the worsted division and incorporated as the Acadia Mills, Mr. Hood was elected its first treasurer. On the 1st of January, 1918, he was appointed treasurer of the Monomac Spinning Company, also located in Lawrence and the largest manufacturing concern of worsted and merino yarns in the country. He served as treasurer of both mills for some five years and then resigned his position with the Acadia Mills to devote his entire time to the Monomac Spinning Com-

pany. He continued a resident of Lawrence for about nine years. On the 1st of April, 1926, however, Mr. Hood returned to Salem and became treasurer of the Naumkeag Steam Cotton Company, which is his present business connection. Wide experience has well qualified him for the duties that devolve upon him, all of which are promptly and faithfully discharged, and his efficiency constitutes an element in the successful conduct of one of the largest cotton mills of the United States. He has become a recognized authority on cotton manufacturing and is a director of the National Association of Cotton Manufacturers and of the Cotton Textile Institute, also serving as vice chairman of the Wide Sheetting Group. Naturally his cooperation has been sought in other fields as he has demonstrated his business ability, resourcefulness and wide outlook, and he is today a director of the Naumkeag Trust Company and a trustee of the Salem 5¢ Savings Bank.

Mr. Hood is a director of the Chamber of Commerce and a member of the Boston City Club, but comparatively few outside interests claim his attention. He early realized that there is no royal road to wealth and has assiduously cultivated those qualities which make for progress in the business world, placing his dependence entirely upon his own efforts, and that he has used his judgment to good account is shown in the gratifying results which have followed his labors.

WILLIAM P. BARTEL

In July, 1885, William P. Bartel, then a youth of seventeen years, entered the employ of the J. L. Thomson Manufacturing Company of Waltham and was assigned to duty at one of the machines used in manufacturing shoe buckles. He proved diligent, trustworthy and energetic and these qualities won him promotion. Throughout all the intervening years he has been connected with the business and now commands an army of workmen in the conduct of an enterprise that has contributed in substantial measure to the development of Massachusetts trade relations.

Mr. Bartel was born in Syracuse, New York, July 5, 1868, and there obtained a grammar school education, after which he took up the burden of self-support by becoming a tobacco stripper, in which line he was employed for a year. He then began learning the finishing trade in a furniture store and the next change in his business connections brought him to the J. L. Thomson Manufacturing Company in July, 1885, as an employe in the shops. After spending four months in operating a machine used in manufacturing shoe buckles he was made assistant timekeeper and later timekeeper, and realizing the lack of his early educational training while serving in that capacity, he took up the study of bookkeeping, thus qualifying for further business responsibilities. In 1890 the plant of the company was removed to Waltham, Massachusetts, and Mr. Bartel



WILLIAM P. BARTEL

came as bookkeeper, acting in that capacity until 1893, when he was elected secretary and treasurer of the company. Three years passed and in 1896 he was made general manager in addition to his other offices. Today he continues in the trifold position, having control over the labors of six hundred men in the operation of a plant which specializes in the manufacture of rivets and riveting machines. He has carefully studied every phase of the business and his broad experience enables him to speak with authority upon any branch of the work. The operation of the plant has been thoroughly systematized under his management, so that maximum results are acquired through a minimum expenditure of time, effort and material—and in this is found the secret of all success. In addition to his connection with the J. L. Thomson Manufacturing Company he is a director of the Waltham National Bank and of the Waltham Cooperative Bank.

At Syracuse, New York, on the 17th of June, 1891, Mr. Bartel married Julia O'Donnell, of that city. Their children are Paul W., Helen H. and William E. The elder son, born August 9, 1892, attended the Waltham high school, the Massachusetts Institute of Technology and is now general manager of the factory of the J. L. Thomson Manufacturing Company. He married Bessie Caswell, of Waltham, and they have one son, William P. The daughter, Helen H., born September 18, 1896, attended the Waltham high school and the Emerson College of Boston. The younger son supplemented his high school work at Waltham by study at Harvard University and is now associated with his father in business. He was born September 12, 1903.

The religious faith of the family is that of the Episcopal church, and Mr. Bartel is treasurer and vestryman of Christ church of Waltham. He is both a York and Scottish Rite Mason and a member of Aleppo Temple of the Mystic Shrine. He likewise belongs to the Independent Order of Odd Fellows and is a member of the Waltham Rotary Club, interested in upholding the high ideals of service which constitute the basic element of that organization.

GLENWOOD RANGE COMPANY

For more than half a century the Glenwood Range Company has figured as one of the leading industrial interests of Taunton. The business had its inception in 1878, when three young men, William E. Walker, a skilled molder, George E. Wilbur, a designer and pattern maker, and Charles F. Baker, a foundry foreman, entered into a partnership with the idea of manufacturing stoves. They secured a barn and each one did carpenter work in adding a shed which would serve to house their melting furnace. Unafraid of work, they started out, and to their industry they added broad vision and high hope. In a short time the little plant was in operation and the output was four ranges per day. These were

placed upon the market under the trade name of Glenwood—a name that is now famous from coast to coast. They adopted as their slogan: "Make Cooking Easy," words that are today familiar in millions of households throughout the country.

At the outset quality was a factor in their product, and to make this known they entered upon a systematic publicity campaign which has always been continued. The leading magazines of the country from the north to south and from east to west carry their advertisements. In the meantime the business was steadily developing as the worth of the Glenwood range became known. In October, 1922, their sales were larger than any other previous single month in the existence of the company and greater than for the entire year of 1900. In the seven years which have since come and gone the business has correspondingly increased. It is an indication of the durability of their product that many of the original stoves manufactured are still in use, but in the plant progress has actuated the manufacturing processes at all times and the Glenwood Range Company has brought forth many new ideas which have been incorporated in their manufacture to the benefit and convenience of the users of the Glenwood range. About 1913 a modern gas range plant was added, since which time the company has made a complete line of gas ranges and appliances. By rigidly adhering to the high standard inaugurated at the beginning, the company has created an unparalleled demand for its product. Numerous mechanical features embodied in their ranges of the early days have never been equaled and many of them are carried on the ranges of today. However, progress has continually featured in their business. Filigree and fancy work, considered so desirable on a stove in the early history of the company, has long since been replaced by casting smooth and easy to care for. There has been a wonderful evolution in ranges, including the introduction of bright, gleaming, grey porcelain enamel finish, which is sanitary and easy to clean. To furnish this the Glenwood Company established a modern enameling plant in which all of their enamel work is done. They also introduced the Glenwood Robertshaw oven-heat control, whereby the pointer is set for the degree of heat desired, and that amount of heat is automatically maintained. Today the Glenwood line comprises coal, wood, gas and combination ranges, heating stoves and furnaces, and everywhere it is known that "Glenwood" assures the most modern cooking and heating appliances.

Some years before the founders of the business retired from active connection therewith they realized that they must have young men trained for the task of carrying on the work when they should put it aside. Long connected with the business are Joseph L. Anthony, who for a considerable period was in charge of manufacturing, and Robert M. Leach and Merle E. Abbott. These men became the successors of the founders in carrying on the business, with Mr. Leach in charge of the financial interests of the company and Mr. Abbott in charge of sales and advertising. Mr. Anthony is now president of the company. A steady program of expansion and development has been carried on and in the present decade the com-

pany has erected a new building which has increased its capacity thirty-three and a third per cent. The plant covers many acres and is a most substantial structure, well lighted and ventilated and equipped with most modern machinery for the production of stoves, ranges and furnaces of the highest class, meeting every present-day demand for cooking and heating. Today the name of Glenwood is synonymous almost with that of Taunton and few industries have contributed in equal measure to the development and growth of the city. Each year through a period of more than half a century has chronicled a steady advance in the business and an expansion in the trade relations of the company. For many years the enterprise was conducted under the name of the Weir Stove Company, which in 1924 was changed to the Glenwood Stove Company, thus incorporating under this title the name which had so long been a familiar one in connection with stove manufacturing throughout the country. The trade now covers the entire North American continent and the business has increased year by year, having been developed upon a strong and enduring foundation.

JOSEPH L. ANTHONY

Joseph L. Anthony, who from a humble position has risen to the presidency of one of the foremost stove manufacturing companies in America, being the chief executive officer of the Glenwood Range Company, manufacturers of the Glenwood ranges and heaters, was born in Boston, Massachusetts, March 26, 1866, a son of Joseph S. and Sarah A. (Wood) Anthony, and a direct descendant of John Anthony, who came from England on the barge Hercules, April 16, 1634, and who married Susan Potter.

Joseph L. Anthony was but two years of age when the family removed from Boston to Providence, Rhode Island. After a decade he returned to Massachusetts, settling in Taunton, where at the age of sixteen years he became an apprentice in the Mason Machine Works, there continuing for four years, during which time he gained an accurate and intimate knowledge of mechanical principles. Later he spent three years in White-pine, Gunnison county, Colorado, where he was engaged in silver mining and in ranching. With his return to Taunton in 1891 he entered the employ of the Weir Stove Company, now the Glenwood Range Company, as a shipping clerk, and since that time has made steady progress, advancing step by step as his efficiency and knowledge of the business has increased. In 1894 he was made superintendent of the plant and in 1908 was elected a member of the board of directors. In 1918 he became vice president of the company and in November, 1919, was elected to the presidency, in which capacity he has since served, directing the policy and largely shaping the destiny of the mammoth enterprise which has grown up during the period of his association therewith.

Mr. Anthony served for twenty years on the conference committee of the Stove Founders National Defense Association and served as president of this association for the years 1926 to 1928. This committee arranges agreements and wage scales yearly with the Iron Molders Union of North America.

On the 22d of February, 1886, Mr. Anthony was married to Miss Fannie R. Carpenter, a daughter of William B. and Abbie J. (Robinson) Carpenter. They have become the parents of four children: Luther J., Bertha C., William R. and John D. Outside of his family, the interest of Mr. Anthony chiefly centers in his business and he has long been recognized as a prominent contributing factor to the growth and development of the Glenwood Range Company, whose ranges are in use from coast to coast. Having thoroughly acquainted himself with the mechanical processes of the business, he has proved equally capable in executive management and is numbered among the representative business men of Taunton and the state.

HON. ROBERT MILTON LEACH

Manufacturing interests of Massachusetts find a prominent representative in Hon. Robert Milton Leach, treasurer of the Glenwood Range Company of Taunton and also identified in an official capacity with various furniture concerns of New England. He was born at Franklin, New Hampshire, April 2, 1879, a son of Edward G. and Agnes A. (Robinson) Leach. Following the completion of a high school course in his native city he continued his studies in Phillips Academy of Andover, Massachusetts, and Dartmouth College. Since entering the business world he has been associated with the Glenwood Range Company of Taunton, Massachusetts, and as its treasurer he has aided materially in the steady expansion and growth of this extensive industrial enterprise. He is also the president and a director of the Fowler Furniture Company of Worcester, Massachusetts, the Atherton Furniture Company of Attleboro, this state, and the Burpee Furniture Company of Rockland, Maine. Moreover, as a director he likewise has voice in the management of the Atherton Furniture Company of Brockton and Haverhill, Massachusetts, and the Atherton Furniture Company of Portland, Lewiston and Waterville, Maine, as well as the National Shawmut Bank of Boston.

In Taunton, Massachusetts, Mr. Leach was united in marriage to Miss Mary Ella Walker, who was here born November 3, 1880. They are the parents of two sons and a daughter, namely: Walker, who married Miriam Brown; Malcolm, who married Eleanor Dunlop; and Virginia, a student.

Long a leader in the public life of his community, Mr. Leach made a splendid record as member of congress in 1924. His military record covers service as a captain in the ordnance department of the United

States Army in 1918. His religious faith is that of the Unitarian church, while fraternally he is affiliated with the Benevolent and Protective Order of Elks and with the Masonic order, in which he has attained the thirty-second degree of the Scottish Rite. His enterprise and initiative as well as his executive ability would place Mr. Leach among the foremost citizens of any community, as he is one of those who never shirks the responsibilities of citizenship, but always find the time and opportunity to fulfill every duty.

GEORGE F. CARLETON

George F. Carleton, treasurer of George F. Carleton & Company, Inc., is engaged in the manufacture of slippers and the steady growth of the business has lead to the development of one of the large industries of this character in Massachusetts. The plant is located at rear 26 Washington street, Haverhill.

Mr. Carleton was born in Lower Bartlett, New Hampshire, January 28, 1863, and is descended from English ancestors who settled in America at an early period in the colonization of the new world. His parents were Freeman and Victoria Croke (Holmes) Carleton, the latter of Baltimore, Maryland. He obtained his early education in the public schools of Bartlett and was a pupil in the high school at Haverhill, Massachusetts. He was next a student in the North Conway Academy, afterward attending the Bryant & Stratton Business College at Manchester, New Hampshire, and his educational training well qualified him for life's practical and responsible duties. Starting out in the business world, he spent a year and a half as a shoe cutter in the employ of Joshua Stover, of Haverhill, and later occupied a clerical position in the Haverhill post office for three years. In 1884 he entered into partnership with A. W. Greeley for the manufacture of slippers and this association was maintained until 1890, when Mr. Carleton sold his interest to his partner. In 1891, however, he again entered the same field in partnership with Albert H. Jennings—a relationship that was continued until January 1, 1917, when he acquired his partner's interest in the business, which he has since carried on under the name of George F. Carleton & Company, Inc. He is the treasurer of this corporation and is also identified with financial affairs, having been for twenty-two years a director of the First National Bank of Haverhill, of which during the last eight years he was vice president. He resigned that office to become president of the Pentucket Savings Bank in 1922. His sound judgment and keen business insight have been valuable factors in the successful management of these institutions, but the major part of his time and attention is given to his shoe manufacturing interests.

Mr. Carleton's present business was started in a small room thirty by forty feet and his capital was only fifteen hundred dollars. Since then the

plant has been enlarged from time to time until it now occupies twenty-five thousand square feet of floor space, and the business is capitalized for one hundred thousand dollars. The enterprise has prospered from the beginning and the company enjoys an excellent trade, having many customers who have continuously been patrons of the firm for more than thirty-five years. There are now one hundred and fifty employes, with a weekly payroll of five thousand dollars, and the house is represented by agencies in New York, Chicago and San Francisco.

On the 15th of November, 1884, in Haverhill, Mr. Carleton was married to Miss Nellie L. Perley, of Ipswich, Massachusetts, and they are the parents of a son and a daughter: Perley A., who was graduated from the New London Academy and is now associated with his father in business; and Maude Carleton, the wife of John E. Rines.

Mr. Carleton has an attractive home in Haverhill and is the owner of a fruit ranch of one hundred and sixty acres situated near Orlando, Florida. He and his wife are affiliated with the Central Congregational church and he is both a York and Scottish Rite Mason and is also identified with the Independent Order of Odd Fellows. He likewise belongs to the Pentucket Club, of which he was president in 1913, and to the Haverhill Country Club. During the World war he furthered the sale of Liberty bonds and was also active in the Red Cross drives. He was a councilman of Haverhill in 1889-90, a member of the board of assessors from 1892 until 1896, acting as its chairman during two years of that period, and has expressed his public spirit in terms of actual achievement for the general good. Mr. Carleton certainly deserves the proud American title of "self-made man," for he has worked his way steadily upward from a humble position to one of leadership, and his record should serve as a source of inspiration and encouragement to others.

ROBERT MURPHY'S SONS COMPANY

Among the more important business interests which center in Ayer is numbered the Robert Murphy's Sons Company, the business having been established by Robert Murphy in 1850, after he had received thorough training in the manufacture of surgical instruments. He began business in Boston and later in the same year removed the enterprise to Mansfield, Massachusetts, whence he afterward returned to Harvard Place, Boston, where he continued operations in association with his brother under the firm style of J. & R. Murphy. At that time Bradford & Anthony of Boston were the sole agents for their output. In 1889 the concern was moved to Harvard, Massachusetts, and in 1906 was permanently established in Ayer. In the year 1893, W. E. and J. R. Murphy, sons of Robert Murphy, were admitted to a partnership and soon became active in the conduct and management of the enterprise, with which the elder son, John R., was associated until his death in 1914, while the father



WILLIAM E. MURPHY

and the founder, Robert Murphy, was active in the control and direction of the business until he passed away in 1904. In 1913 the business was incorporated with John R. Murphy as the president and W. E. Murphy as treasurer, and upon the death of his brother the latter succeeded to the presidency and now occupies both official positions. He has remained the guiding spirit of this substantial organization, which closely follows its slogan of "quality and service."

William Edward Murphy was born in Mansfield, Massachusetts, April 17, 1869, acquired a public school education and when seventeen years of age started out in the business world, where through indefatigable effort and honorable methods he has made steady progress. He early became associated with his father, under whose direction he received thorough training in the business of which he is now president and treasurer, controlling one of the large and important enterprises of this kind in New England. Robert Murphy's Sons Company is engaged in the manufacture of shoe, oyster, skiving, rubber, clam, mackerel, sloyd and plaster knives, shirt and collar blades, shirt knife handles, kitchen knives, paper hangers' knives, stencil knives, manual training knives, cigar knives, pruning knives, roofing knives, oil cloth knives and extension blades and handles. The prime function of a knife edge is to cut keenly. But even more than this, it must retain its sharpness. Obviously the solution of this problem is an exceptionally high grade steel, well tempered and ground. To meet this problem Robert Murphy's Sons Company conducted exhaustive experimentation in the tempering of steel blades until they perfected a process which met these requirements to perfection. Constant specialization in this process has resulted in the production of a knife blade possessing such lasting keenness that it has won the enthusiastic support of both the many industrial workers for which "Stay Sharp Knives" are designed and the housewife. Second to keenness is the design of the blade and handle. Careful research of the various requirements of knife users has effected the development of scientifically designed knives which give the maximum amount of service. The business is constantly increasing in volume and importance and the highest standards have always been maintained in the output and in the relation of the company to the trade. The policy instituted by Robert Murphy has always been followed by W. E. Murphy, who is now carrying on the business along the same plan and with the same commendable purposes adopted at the beginning. The output is distributed from coast to coast in this country and is exported direct to Canada, Ireland, Australia, France and Cuba, while through Pacific coast jobbers it also reaches Japan and South America.

On the 7th of May, 1903, W. E. Murphy was married to Miss Carrie Frances Paine, a representative of one of the old families of Chelsea, and they reside at 9 East avenue in Ayer. With marked public spirit, W. E. Murphy indicates his interest in the general welfare in various tangible ways. He gives his political allegiance to the republican party and for two years has served as water commissioner, while as a member of the

Board of Trade he cooperates in all plans instituted for the advancement of civic interests. Fraternally he is affiliated with the Masonic order, belonging to the blue lodge, to the chapter, of which he is past high priest, to the commandery and to the Mystic Shrine.

M. N. ARNOLD SHOE COMPANY

Moses N. Arnold, founder of the M. N. Arnold Shoe Company, was born January 31, 1844, in Abington, Massachusetts, the eldest son in a family of fifteen. His father and grandfather had both followed shoemaking, and when he was nine years of age, after having received a common school education, M. N. Arnold in turn went to work as a shoemaker. At the age of eighteen his business life was interrupted by the Civil war with its call for men. He eagerly responded to the first call and served with distinction in many notable engagements, among them the battles of Cedar Mountain, Second Bull Run, South Mountain, Antietam, Fredericksburg, Chancellorsville and Gettysburg, being severely wounded at Antietam. In 1863 he rose to the rank of captain, in which capacity he served on the staff of General Baxter.

Upon his return from the war M. N. Arnold resumed his position at the bench, making shoes. He was not content with that business status, however, and his energy and ambition soon began to be asserted. In 1865 he made and sold his first case of shoes and thus began business on his own account as a shoe manufacturer. That first case was made in an attic room fitted up for the purpose in the old Arnold home on Adams street in North Abington.

After his first venture as a manufacturer and as the result of his untiring effort, his budding business steadily increased until in 1867 he was forced to move to larger quarters, which he found in the shop formerly occupied by S. R. Wales. By 1870 his business had again outgrown his facilities and the south part of the steam mill of Amos Reed was fitted up for him. Five years later a similar condition of affairs existed and the original building of the present Arnold factory was erected—a four-story brick structure one hundred and twenty by forty feet. From time to time additions have been made to this building as the business of the company has increased until there is now a large modern shoe factory with one hundred and thirty-one thousand, three hundred and fifty square feet of floor space and equipped with the latest shoe machinery. It affords work for approximately four hundred employes and its capacity is two thousand pairs of men's and women's fine Goodyear welt shoes. In the early days of the business boots were made exclusively and the company was famous for its California boots. The entire output was sold by the founder of the concern, who drove over the road with horse and wagon to Boston and returned with leather from which to manufacture more boots.

In time Moses N. Arnold was joined in the business by his brothers,



FIRST FACTORY, 1870, OF THE M. N. ARNOLD SHOE COMPANY



PRESENT FACTORY OF THE M. N. ARNOLD SHOE COMPANY

William, Thomas and Wallace. From 1875 to 1895 his product was sold exclusively to the wholesale or jobbing trade. During this period both MacKay and welt shoes were made, the welts selling for one dollar and ninety cents to two dollars and twenty-five cents per pair, the others for one dollar and thirty-seven cents to one dollar and sixty cents per pair.

In 1899 Moses N. Arnold's younger son, W. Percy Arnold, now president and treasurer of the company, entered the business, having served his apprenticeship at the bench during odd moments after school and during summer vacations. He became connected with the sales end of the organization and it was during this period that the company began selling shoes to the retail trade. Business at first came slowly in this new field but gradually increased until at the present time the product of the company is sold entirely to retailers. At this period the leading shoe was sold under the brand "King Quality" and brought at retail from three dollars and fifty cents to four dollars.

In 1910 the "Arnold Glove Grip Shoe" was developed, the construction of which has been patented, embodying new scientific principles in construction, the objects of which were to aid and support the natural functions of the muscles of the arch of the foot in walking. The progress of this shoe was rapid and now represents over ninety per cent of the total output of the concern.

In 1914 the company was incorporated under the laws of Massachusetts with the following officers: Moses N. Arnold, president and treasurer; W. Percy Arnold, vice president, and James D. Arnold, elder son of Moses N. Arnold, assistant treasurer. The last named had practiced law in New York city for several years after having been graduated from Harvard Law School. The original board of directors was composed of Moses N. Arnold, William B. Arnold, Thomas Arnold, Wallace W. Arnold, James D. Arnold, W. Percy Arnold and Edward W. Arnold.

In 1919, W. Percy Arnold became president, and under his able management the company has steadily prospered. He is of the firm belief that a steady and permanent business can be built up and maintained only through the quality of its product, and it is due to his efforts and the policy which he believed in and pursued, that the grade of shoes manufactured has slowly climbed from shoes retailing from three dollars and fifty cents to four dollars to the present grade of shoes which sell from ten dollars to fourteen dollars.

In 1914 the M. N. Arnold Shoe Company first attempted the making of women's Goodyear welt shoes. After overcoming many difficulties encountered in manufacturing this new product, the output of women's shoes increased yearly. At present the production of the company is forty per cent women's shoes.

Since 1922 exclusive Arnold Glove Grip stores have been established in the larger cities throughout the country. Through these exclusive stores, and the many retail shoe stores and department stores to which the company continues to sell shoes, the product of the M. N. Arnold Shoe Company is distributed over the United States.

It is of interest that nine of the employes who in 1875 moved from the mill of Amos Reed with Moses N. Arnold to the site of the present factory are still in the employ of the company. During the entire life of the company its relations with its employes have been most friendly, there never having been a labor dispute of any kind.

Malcolm P. Arnold, the eldest son of W. Percy Arnold, entered the employ of the company in 1922, having previously worked at the bench during his spare time and vacations, as had his father. After spending two years learning to run one machine after another, through the entire plant, he became a foreman, later was made superintendent and in 1925 was elected vice president.

Dwight C. Arnold graduated from Massachusetts Institute of Technology in 1927 and entered the selling end of the business. In addition to selling, he is at present stock department manager, retail store inventory control manager and a director of the company.

W. Percy Arnold, Jr., Mr. Arnold's youngest son, is studying at present at Harvard University and plans to enter the business after he has completed his studies.

The present officers of the company are as follows: W. Percy Arnold, president and treasurer; Malcolm P. Arnold, vice president and superintendent; and Burton L. Wales, sales and advertising manager. W. Percy Arnold, Malcolm P. Arnold, Dwight C. Arnold, Burton L. Wales and Cecil B. Annett compose the present board of directors.

WILLIAM PERCY ARNOLD

William Percy Arnold, president, treasurer and general manager of the M. N. Arnold Shoe Company of North Abington, was born May 27, 1878, in the town which is still his place of residence, his parents being Moses Noyes and Martha (Ford) Arnold. He attended the Abington public schools and from 1894 to 1896 inclusive was a student in the Abington high school. He afterward graduated from the English high school of Boston with the class of 1897 and therein did advanced work with the class of 1898.

Since that time Mr. Arnold has been continuously identified with shoe manufacturing as a representative of the M. N. Arnold Shoe Company, which was founded by his father. He started as a shoe cutter and gradually advanced, serving successively as clerk, traveling salesman, sales manager, vice president and general manager. On the death of his father, Moses N. Arnold, in 1919 he became president of the corporation and on the death of his brother, James D. Arnold, in 1925, assumed his present position as president, treasurer and general manager. A history of the business is given at length on another page of this work. In addition to his official connection with the M. N. Arnold Shoe Company he has been vice president of the Abington National Bank since 1919 and a trustee

of the Abington Savings Bank since 1922. He has rendered public service as president of the Abington High School Athletic Council from 1923 until 1927 and as president of the Abington Board of Trade.

In his native city, on the 1st of January, 1902, Mr. Arnold was married to Ethel Swan Cobb, whose birth here occurred January 3, 1880. Their children are: Malcolm Porter, who was born May 29, 1903, and married Isabel Stuart Reed, by whom he has two children: Constance, born August 8, 1925; and Joyce, August 30, 1928; Dwight Cobb, who was born May 31, 1905; and William Percy, Jr., who was born August 11, 1909.

The religious faith of the family is that of the Unitarian church and Mr. Arnold is well known as a loyal follower of Masonic teachings, belonging to John Cutler Lodge, A. F. & A. M., of Abington; Pilgrim Royal Arch Chapter, R. A. M., of Abington; Abington Council, R. & S. M.; Old Colony Commandery, K. T., of Abington; and Aleppo Temple, A. A. O. N. M. S., of Boston. He likewise has membership with the Sons of Veterans and he finds interest and recreation in various social organizations, his membership being in the Cohasset Golf Club of Cohasset, Massachusetts, the Oyster Harbors Club of Oyster Harbors, Massachusetts, the Hyannisport Golf Club of Hyannisport, Massachusetts, the Beach Club of Centerville, Massachusetts, and the Pinehurst Golf Club and the Tin Whistles Club, both of Pinehurst, North Carolina. The interests and activities of his life are well balanced and he has long been accorded a high place in business circles, being a worthy representative of a family that has contributed in large measure to the industrial development of the state.

ELBERT H. CARROLL

Elbert H. Carroll, president and treasurer of the Stearns Pressed Metal Company, with offices at 133 Dewey street, in Worcester, was born in Medway, Massachusetts, on the 7th of April, 1867, and is a son of William T. and Frances E. (Taft) Carroll, the former a native of Easton, Massachusetts, while the latter was born in the state of New York. In the public schools of Worcester he acquired his education, and for four years thereafter he worked in various machine shops, learning the trade. Every winter during this period he attended night school, studying mechanical drawing, and later he entered the Worcester Polytechnic Institute. He was afterward in the Washburn Machine Shop for six months and in September, 1888, entered the employ of C. H. Morgan, being assigned to duty in the drafting and engineering department. While in their service he was sent to Dollar Bay, Michigan, to erect a wire mill, which Mr. Morgan had sold to the Tamarack & Osceola Copper Company. Mr. Carroll remained with the latter company for one year, supervising the construction of its new building, and after his return to Worcester became

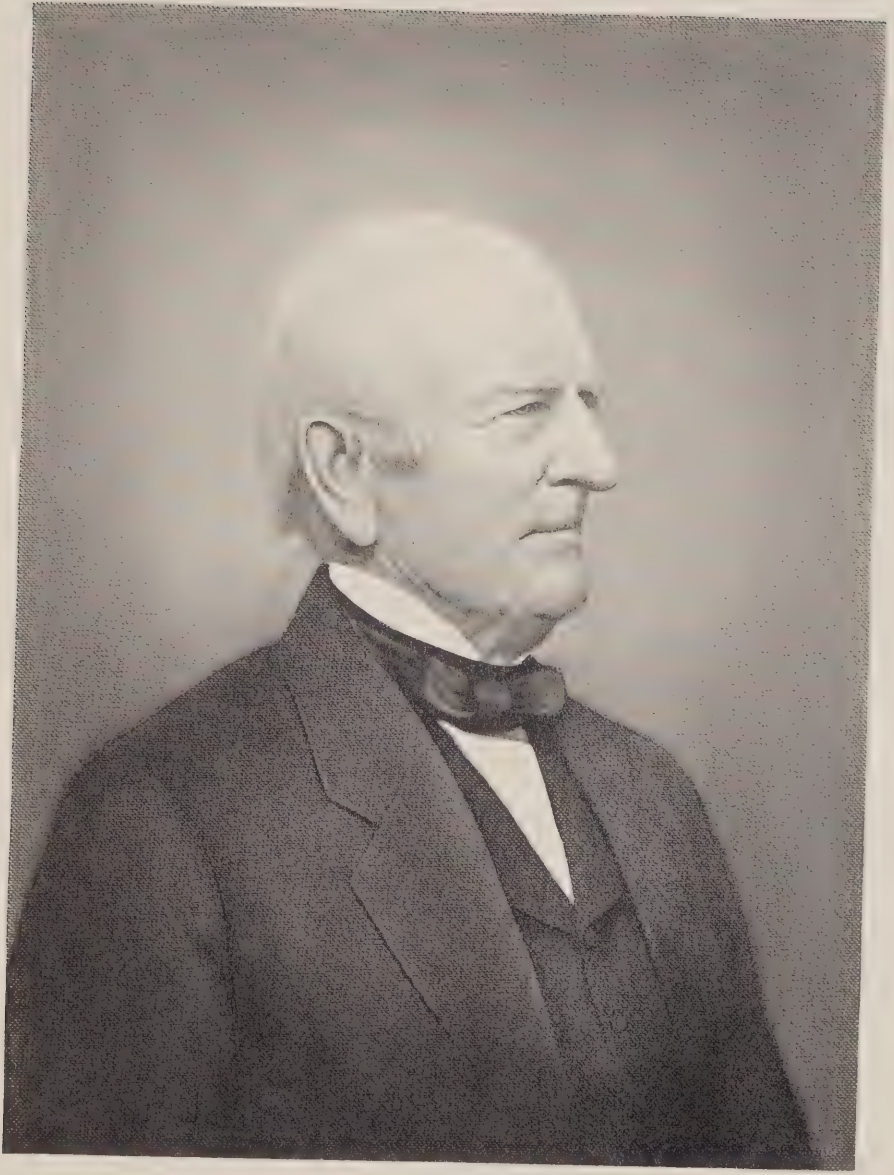
associated with the Holyoke Machine Company as a draftsman, so continuing for four years. On the 1st of June, 1904, he made the plans and supervised the building of the hydraulic testing plant of the Worcester Polytechnic Institute at Chaffin, Massachusetts. In February, 1905, he again became identified with the Morgan interests, now operating under the name of the Morgan Construction Company, manufacturers of steel rolling mills, as superintendent and later as chief engineer. Severing his connection with the company after thirty years of service, he was accorded high honor by the corporation, as one of their outstanding men and aided largely in building up the wonderful Morgan record for quality equipment. To protect his investments Mr. Carroll took over the active management of the Stearns Stamping Company, which he reorganized, changing the name to the Stearns Pressed Metal Company.

On the 1st of September, 1893, Mr. Carroll was married to Miss Elizabeth C. Moore, of Worcester. They are Baptists in religious faith, and Mr. Carroll is identified with both the York and Scottish Rite bodies of Masons and with Aleppo Temple of the Mystic Shrine. His fraternal affiliations also extend to the Eastern Star, the Independent Order of Odd Fellows and the Rebekahs. He belongs to the American Society of Mechanical Engineers, the Army Ordnance Association, the Commonwealth Club and to the Wachusett and Worcester Country clubs. He enjoys fishing and golf and owns a beautiful estate of sixty-five acres adjoining the grounds of the Wachusett Country Club.

OSGOOD BRADLEY

One of the foremost car building enterprises of the United States was established by Osgood Bradley and is now conducted under the name of the Osgood Bradley Car Company in Worcester. For many years the founder of the business directed its destiny, placing it upon a substantial basis, and he ranked with the foremost representatives of industrial activity in his generation in Massachusetts.

Mr. Bradley was born in Andover, this state, January 15, 1800, a son of Thomas Osgood and Mehitable (Carleton) Bradley, and was a scion of one of the old families of Massachusetts. The ancestral line is traced back through Thomas Osgood to Jonathan Bradley, who was a soldier of the Revolutionary war and the representative of the family in the fourth generation in America, being a son of William Bradley and a grandson of Joseph Bradley. The founder of the family in the new world was born in England about 1640 and settled in Haverhill, Massachusetts, where he became a selectman. He was killed by the Indians, August 13, 1689. Thomas Osgood Bradley was born in North Andover, Massachusetts, September 28, 1774, and spent the greater part of his life in Andover and Bradford. He married Mehitable Carleton, June 2, 1796, and died October 12, 1811. His sons, John and Osgood, removed to Worcester, where



Osgood Bradley Det'd

the former died August 31, 1840, at the comparatively early age of thirty-eight years.

Having completed a high school education, Osgood Bradley left home to learn the carriage making trade in Salem and in 1822 established a small business of his own in Worcester, starting to build carriages and coaches. Before a year had passed he was obliged to seek larger quarters and for some time successfully engaged in making coaches, chaises, gigs, sleighs, cutters and other vehicles. For a time he was in partnership with John Manning. In 1826 Mr. Bradley began building coaches for the leading owners of stage lines in New England and New York and developed a business of large proportions. In 1833 he began building railway coaches and had the distinction of producing the first passenger cars used on steam railways, these being hauled to Boston over the turn-pike. Disposing of his carriage making business in 1837, he thereafter devoted his entire attention to railway car building, and it was not long before he had developed a considerable export trade. From 1839 until 1849 Edward B. Rice was associated with him as a partner, and later Mr. Bradley carried on the business alone until he was joined by his sons under the firm style of Osgood Bradley & Sons. A large contract was awarded him by Egyptian railroads just prior to the Civil war. During that conflict his plant was utilized for government service, making carriages and caissons in addition to cars. In the '60s he began constructing sleeping cars and in order to secure more adequate quarters removed to the corner of Franklin and Grafton streets, Worcester, in 1844. Year by year the business was developed and from the time of its inception it has remained one of the notable enterprises of Worcester.

On the 16th of October, 1823, Osgood Bradley was married to Miss Fanny Sanger, of Framingham, Massachusetts, who passed away June 21, 1846. On the 9th of February, 1849, he married Sarah Jane Makepeace, of Warren, whose death occurred April 30, 1898. The children of his first marriage were: Elizabeth Mehitable, who was born September 11, 1824, married George A. Hamilton, a native of Worcester, Massachusetts, who later removed to St. Paul, Minnesota, and operated boats on the Mississippi river. He became treasurer of the St. Paul Railroad. Maria Sanger, who was born September 27, 1826, and died in January, 1906, became the wife of Brigadier General John B. Wyman, who mustered General Grant into service during the Civil war and who was killed in the siege of Vicksburg. John was born April 10, 1827. Henry Osgood succeeded to the presidency of the Osgood Bradley Car Company. Daniel Sanger was born February 9, 1834. Osgood, Jr., was born December 26, 1836. Sarah Olivia was born November 2, 1839. The only child of the second marriage was Abbie Jeanie, born October 13, 1851.

For many years the family home was maintained on Front street on the present site of the Chase building in Worcester and it was the scene of a memorable occasion—the celebration of the seventy-fifth birthday of Mr. Bradley, who included among his guests railroad magnates from all parts of the country. Mr. Bradley was long a generous supporter of

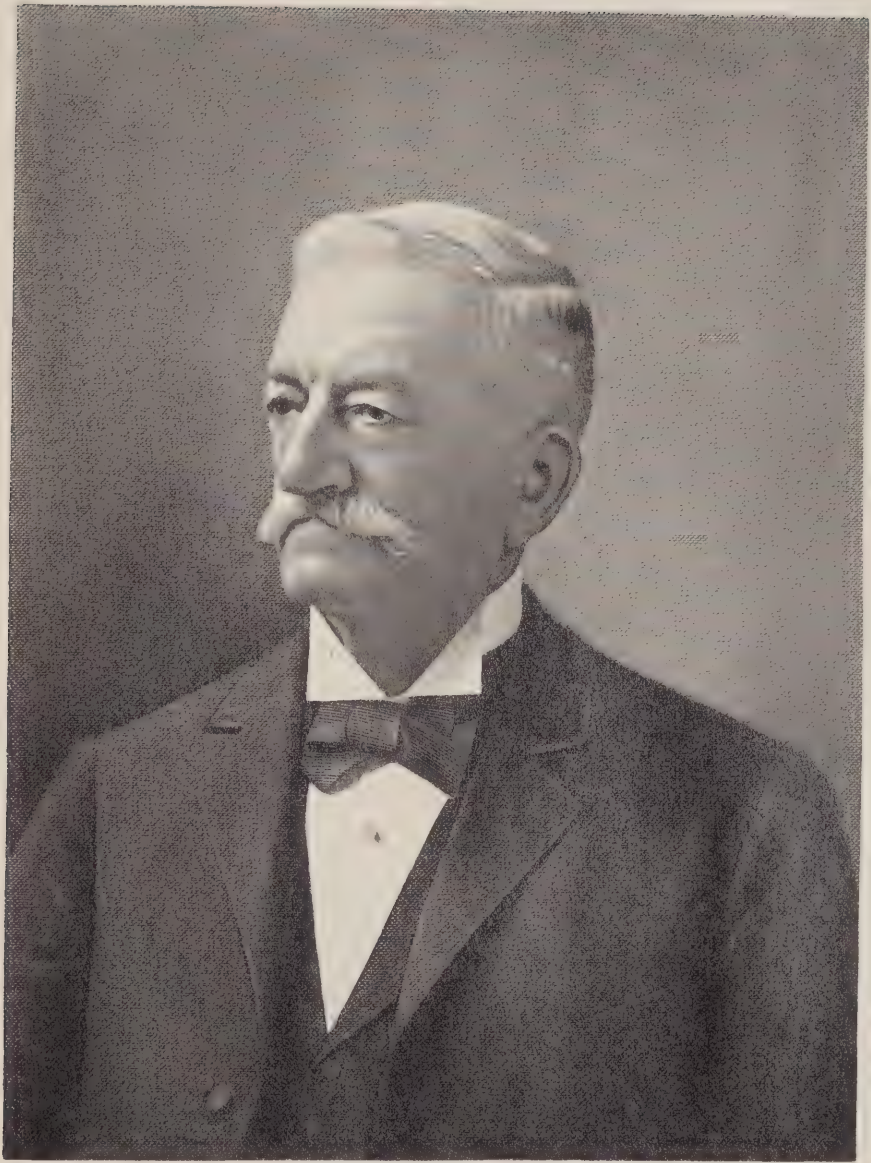
the Plymouth Congregational church, of which he was a charter member, and served on its building committee when the present edifice was erected. His entire life was characterized by the sterling qualities which made him a valued friend, a loyal citizen and a progressive and honored business man. His work lives after him in the great organization which he founded and his name will ever occupy a prominent place in industrial circles of America as the builder of the first railway coaches.

HENRY OSGOOD BRADLEY

The life record of Henry Osgood Bradley stands in contradistinction to the old adage that a prophet is never without honor save in his own country, for in the city of his nativity he rose to prominence as a business man and long exerted a widely felt and beneficial influence on public thought and action in Worcester. Throughout his entire career he exemplified those qualities which win for a man the respect and confidence of his fellows, while in the field of commerce and industry his achievements were notable.

Born in Worcester, September 17, 1828, Mr. Bradley was a son of Osgood and Fanny (Sanger) Bradley, who are mentioned on another page of this work. Liberal educational advantages were accorded him and when his textbooks were put aside he became the active associate of his father in business, early learning the trade of carriage and car building. He manifested thoroughness in all that he undertook and through practical experience gained an intimate and accurate knowledge of the business which he was later to direct and control. When he was admitted to a partnership in the firm of Osgood Bradley & Sons he took charge of the office and accounts.

There came only one interruption to his continued residence in Worcester and his close association with the business development of the city. He was numbered among the Argonauts who went to California in search of the golden fleece following the discovery of the precious metal on the Pacific coast. Sailing from Boston, he remained in the west for a year and with his return entered into a close relation with the car building business that had been established by his father. Year by year he contributed to the growth and expansion of the enterprise, which was taken over by himself and his brother, Osgood Bradley, Jr., on the death of the father in 1884. The association between the brothers was maintained until the passing of Osgood Bradley, Jr., in 1896, subsequent to which time Henry Osgood Bradley was joined by his son, John E. Bradley, the present head of the Osgood Bradley Car Company. The father was a strong executive, forceful and resourceful and alert to every new avenue that was opened in the natural ramifications of the trade. He never fell short of the successful accomplishment of his purpose and maintained



Henry Osgood Bradley Dec'd

unsullied the splendid reputation for business integrity and enterprise which has ever been associated with the family name.

In 1853 Henry O. Bradley was married to Miss Sarah Stockbridge, of Hanover, Massachusetts, who died November 22, 1867. His second wife was Alice Wetherell, of Providence, Rhode Island, who departed this life in February, 1895. The children of his first marriage were Fanny Sanger and John Erving. The former was born October 13, 1854, and on the 28th of October, 1880, became the wife of Dr. George F. Harwood.

In community affairs Henry O. Bradley always took a deep and helpful interest. He voted with the republican party and displayed marked public spirit but was never ambitious to hold office. His leisure was largely devoted to his reading, which covered a wide scope, and to travel, which included trips to foreign lands as well as to all sections of this country. In this way, as well as through his early educational training, he became a man of liberal culture, was cosmopolitan in spirit and interests, and always kept abreast with the progress of the times. Worcester classed him as one of her valued and representative citizens, honoring him not only for the success he achieved but also for the straightforward policy which characterized his life work and his contacts with his fellowmen.

JOHN ERVING BRADLEY

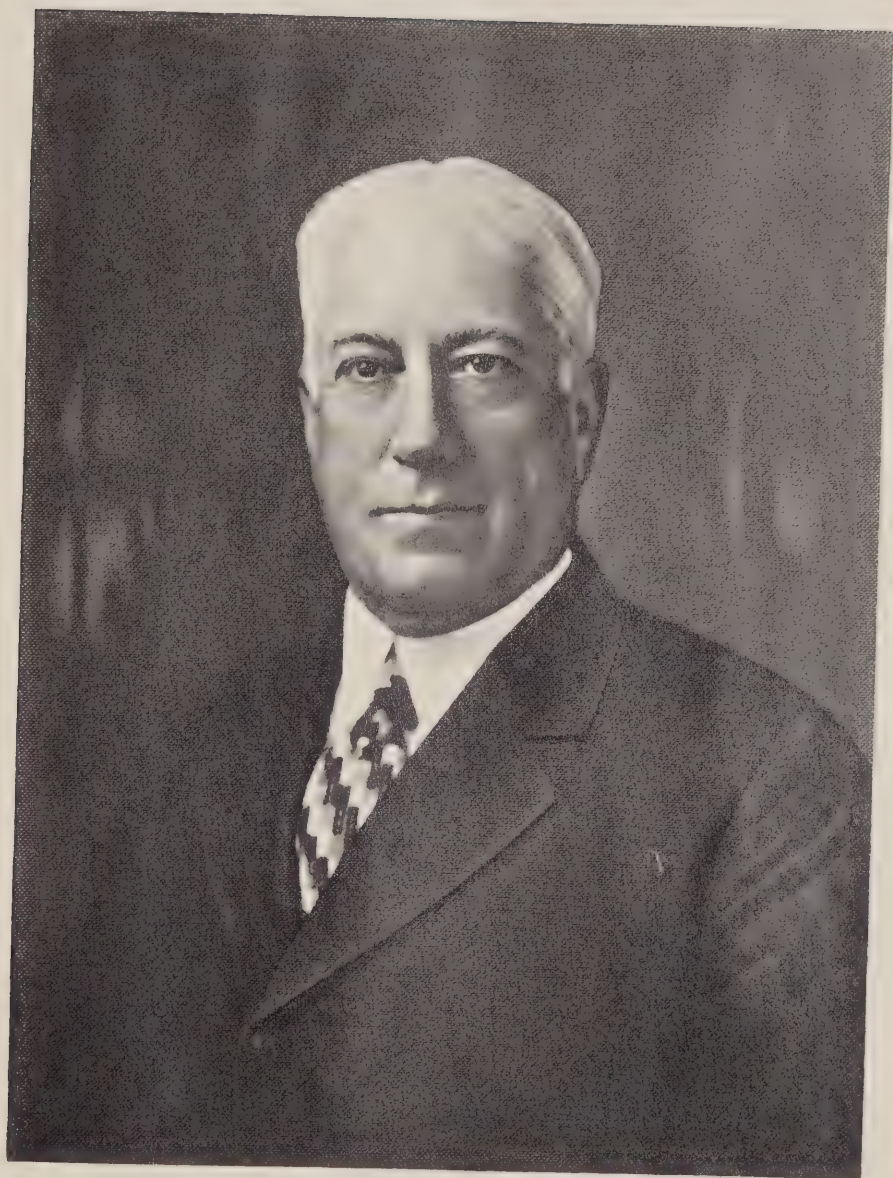
Much has been written concerning the degeneracy of the sons of wealthy fathers, but here and there is found an outstanding example of the fact that blood and training will tell. Today John Erving Bradley is the representative in the third generation of the business which for more than a century has figured in the industrial development of Worcester, being now president of the Osgood Bradley Car Company. The same qualities of business strength, of initiative and of executive power which characterized his grandfather, Osgood Bradley, founder of the business, and his father, Henry Osgood Bradley, promoter of the enterprise, are manifest in him. Today he is active in control of one of the largest car manufacturing plants in the United States, and the mammoth enterprise is in marked contrast to the original establishment of his grandfather, which was opened in 1820 for the manufacture of carriages, coaches and other vehicles in use during the period which antedated steam transportation.

Worcester proudly claims John E. Bradley as one of her native sons. He was born February 26, 1860, the younger of the two children of Henry Osgood and Sarah L. (Stockbridge) Bradley, mentioned elsewhere in this work. He had reached the age of twenty-two when he entered into active connection with a business that had at that period been carried on for sixty-two years. With characteristic thoroughness he acquainted himself with every phase of car manufacturing and of office management. He knows to a nicety the possibilities of production through manual labor

and machinery, and following the death of his father he became sole owner and proprietor of the company, which previously had been incorporated under the name of the Osgood Bradley Car Company. His grandfather was the pioneer railway car builder of America and had begun the building of sleeping cars about the same time that George M. Pullman was turning his attention in the same direction in the west. Today the output of the company includes steel cars, combination steel and wood, wooden cars, automobile bodies, anchor chains and chains of every description. During the World war period the company produced chains and all steel gun carriages for 155 millimeter guns. Something of the immensity of the business carried on by the corporation is indicated in the fact that at the plant in Greendale, Massachusetts, about two thousand men are employed. In directing this mammoth business Mr. Bradley displays much of the precision of the military commander in that all work is done methodically, systematically and on time. To this he adds a deep interest in the welfare of those in his service, always seeing to it that they are working under proper conditions. Today the annual business transactions of the company amount to millions of dollars, thereby constituting an important source of prosperity to the city in which it is located.

On the 13th of October, 1887, Mr. Bradley was married to Miss Emma M. Dingley, of Gardiner, Maine, who was borne September 24, 1859, a daughter of the Hon. James B. and Maria (McKenney) Dingley, the former a leading business man of Gardiner and its first mayor, an office which he filled for several terms. Mr. and Mrs. Bradley have two daughters. Helen Osgood, born June 16, 1888, was graduated from Smith College in 1910 and is the wife of Hamilton B. Wood. Katharine, born April 2, 1895, also attended Smith College, a member of the class of 1918, and is now the wife of George Avery White, a prominent lawyer of Worcester. Mrs. Bradley takes a very prominent and active part in charitable and social affairs and is now serving as chairman of the finance committee for the Home for Aged Women; is treasurer of the Girls League for Service; auditor of the Women's Association of Piedmont church and member of the standing committee; and a member of the Woman's Club, Girls Club and Worcester Art Museum.

Politically Mr. Bradley is a strong republican and belongs to the Republican Club of Massachusetts. He is affiliated with the Piedmont Congregational church, in which he has held various offices. Fraternally he is a Mason, belonging to Quinsigamond Lodge, F. & A. M.; Eureka Chapter, R. A. M.; Hiram Council, R. & S. M.; Worcester County Commandery, K. T.; Massachusetts Consistory, A. A. S. R.; and Aleppo Temple, A. A. O. N. M. S. He is a member of the Veteran Association of the light infantry of the state militia, in which he served in young manhood for three years. His college fraternity is Delta Kappa Epsilon and he is identified with the Congregational Club of Worcester, the Worcester Club, the Quinsigamond Boat Club, Worcester Country Club and the Economic Club of Worcester, the Tatnuck Country Club and the Tatassit



John E. Bradley

Canoe Club. In those organizations which have to do with his chosen line of work he is a well known figure, belonging to the American Society of Mechanical Engineers, the New England Street Railway Club, the Traffic Association of New England, the American Electric Railway Association, the American Electric Railway Manufacturers Association, the New York Steam Railroad Club, the New England Steam Railroad Association, the Engineers Club of Boston, the Railway Business Association, the Canadian Railroad Club and the National Street Railroad Association.

WILLIAM J. MCKEE

William J. McKee, vice president of the Osgood Bradley Car Company, is thus officially connected with one of the most extensive and important manufacturing interests of Worcester. Throughout New England there are no shops of a similar character which exceed or even equal these in extent and equipment, and the importance of the contracts awarded the company attests its leadership in its particular line.

Mr. McKee, who has been associated with this business for eighteen years, was born in Beaver Falls, Pennsylvania, May 16, 1876, and is a son of Cyrus P. and Agnes (McKibbin) McKee, natives of the same town. He supplemented his public school training by a course of study in Pier-soll's Academy and in Geneva College at Beaver Falls. He started in the business world as a clerk in the purchasing department of the Pressed Steel Car Company of Pittsburgh, Pennsylvania, with which he remained from 1898 until 1903. Afterward he was with the Standard Steel Car Company of Butler, Pennsylvania, his first position being that of superintendent of stores, while later he was made assistant to the president, remaining with that corporation for eight years, or until 1911. Throughout the intervening period he has been connected with the Osgood Bradley Car Company of Worcester, acting as manager until 1918, when he became vice president and general manager. He is still serving in both capacities, and his opinions carry weight in those councils which are guiding the destiny of the organization and directing its business activities. The company manufactures railroad and electric cars, and since 1911 the business has grown with notable rapidity, employment being now furnished to one thousand men. The company has the largest and most complete manufacturing plant in New England and has recently been awarded one of the largest contracts received by any corporation since the World war, this being given to the Osgood Bradley Car Company by the New York, New Haven & Hartford Railroad and involving new equipment amounting to three and a half million dollars. The company maintains sales offices and subsidiary plants in many parts of the world, and its ramifying trade relations now cover a comprehensive territory, while the business constitutes one of the chief sources of income and industrial prosperity in Massachusetts. During the World war the plant was operated one hundred

per cent in the manufacture of gun carriages of the 155 millimeter type and to meet government requirements the firm greatly enlarged its forces, employing four thousand men. In addition to his official connection with the Osgood Bradley Car Company, Mr. McKee is vice president and general manager of the Keith Car Works. During 1926 and 1927 he was president of the Standard Tank Car Company of Sharon, Pennsylvania. Among other offices which he now holds is that of vice president and a director of the Standard Steel Car Company of Pittsburgh, Pennsylvania, and also that of vice president and a director of the Keith Car Manufacturing Company of Sagamore, Massachusetts.

On the 1st of March, 1901, in Pittsburgh, Mr. McKee was married to Miss Clara Little of that city, and they are now the parents of four children, two sons and two daughters: Mary E., who was born June 12, 1905, and was educated in the Worcester high school and in Smith College; William J., Jr., who was born June 2, 1907, and after attending the public schools and Worcester Academy entered the Georgia Technical Institute, where he is one of the outstanding members of the football team; Robert C., who was born October 2, 1909, and since his graduation from Worcester Academy has been a student of electrical engineering at the Syracuse (N. Y.) University; and Jane E., who was born November 12, 1911, and is a pupil in the Worcester high school.

Mr. and Mrs. McKee are Congregationalists in religious faith, and he belongs to the Masonic fraternity, the Economic Club, the Worcester Country Club, the Country Club of Butler, Pennsylvania, and the Worcester Chamber of Commerce, while his wife is active in the affairs of the Woman's Club and in church work. Mr. McKee is following the footsteps of Luther Burbank, inasmuch as he has been experimenting with flowers for a number of years, his objective being the crossing of irises and peonies, and he has been very successful in bringing out new varieties. He takes great joy in his work of this character and in the beauty of his gardens, to which he turns when business affairs are pressing too heavily upon his time and energies.

FREDERICK H. KENDALL

Frederick H. Kendall is a native son and representative manufacturer of Worcester, where for the past twenty-seven years he has contributed materially to the steady expansion and success of the business of the Warren Leather Goods Company in the official capacity of treasurer. He was born January 20, 1875, a son of Horace and Fannie E. (Buck) Kendall, who were natives of Worcester, Massachusetts, and Killingly, Connecticut, respectively. On the completion of a public school course in Worcester, F. H. Kendall continued his studies in Cushing Academy of Ashburnham, Massachusetts. Thereafter he was associated with his father in the furniture business for about four years and following the



William J. McKee

latter's death continued in the enterprise with his brothers for two years longer. Subsequently with Charles D. Kendall, Banford Elliott and William H. Hayden he purchased the business of the J. J. Warren Leather Company, which was incorporated under the name of the Warren Leather Goods Company in 1902, since which time he has been its treasurer. The corporation is capitalized for three hundred thousand dollars and furnishes employment to three hundred workmen in the manufacture of suitcases, bags and leather novelties. Frederick H. Kendall served two terms as president of the Trunk, Luggage & Leather goods Manufacturers of America.

On the 3d of January, 1922, Mr. Kendall was united in marriage to Elsie C. Turner, of New York. By a former marriage he has two children: Eleanor, who was educated in Cushing Academy and in Mrs. McClintock's School; and Jean, who is attending Bancroft School. Mrs. Elsie Kendall is a member of the Massachusetts Republican Club and takes an active part in the work of the Association for the Blind as well as other charitable organizations. Mr. Kendall's name is on the membership rolls of the Worcester Club, the Worcester Country Club, the Economic Club and the Chamber of Commerce. He also belongs to the First Unitarian church.

ALBERT S. MILLER, JR.

The plant of the Eastern Bridge & Structural Company, of which Albert S. Miller, Jr., is the treasurer, covers about nine acres of ground bordering Crescent street in Worcester and the business is today a substantial industry of the city. Mr. Miller's association therewith dates from 1900, at which time the company was formed, and he has continuously served as treasurer. He was born in Boston, July 17, 1867, and is a son of Albert S. and Nancy (Powers) Miller, natives of Connecticut and Maine, respectively. At the usual age Albert S. Miller became a public school pupil and he pursued his high school course, as well as his preliminary work, in Waltham, Massachusetts. He afterward entered the employ of the Boston Bridge Works as bookkeeper and won various promotions until he had become secretary of the company, with which he continued for seventeen years. In 1900 he formed an association with R. H. Brown for the purpose of organizing the present business of the Eastern Bridge & Structural Company and was made treasurer, while at the same time he has also acted as sales manager. This company has branches in Albany, New York, and Hartford, Connecticut, and its business covers all of New England and much of eastern New York. They started with about an acre and a half of ground and with only a few men in their employ. Today they have about twenty-five men in the drafting room in addition to one hundred and twenty-five in the shops, and additions to the plant have been made from time to time until it now covers nine acres. The business is capitalized for one hundred thousand dollars

and at the present writing the company has contracts for over a half million dollars worth of work. Mr. Miller is also a trustee of the Worcester County Institute for Savings.

Fraternally he is a Mason and an Odd Fellow and he belongs to the Rotary Club and to the Chamber of Commerce, while his social nature finds expression in his membership in the Worcester Club, Worcester City Club, Worcester Country Club, Quinsigamond Boat Club and the Boston Athletic Association. He is likewise a member of both the Engineers Club of Boston and the Engineers Club of New York and thus comes into close association with men whose activities have touched the line of life to which he has devoted his attention. At the outset he realized that "there is no excellence without labor" and industry and determination have been the guiding spirit in his career.

CHARLES A. BRIGGS

In the year 1898 there came into being, through the wisely directed efforts and firm purpose of Charles A. Briggs, a candy manufacturing business which has always been conducted under the name of the C. A. Briggs Company and of which he has continuously served as president and treasurer. The enterprise was started on a small scale and the passing years have chronicled steady growth in the trade until the business is now one of large proportions.

Mr. Briggs is a native son of Massachusetts, having been born in Mansfield, August 4, 1871. His parents were Alfred A. and Betsy Anne (Rogers) Briggs, the former a native of Attleboro, Massachusetts, and the latter of Norton, this state. At the usual age he entered the public schools of his native city and in due course of time completed his high school studies. Later he received training for a commercial career as a student in the Bryant & Stratton Business College of Boston.

Mr. Briggs then started out in the business world by entering the employ of W. S. Russell, a candy manufacturer and dealer of Franklin, Massachusetts. He soon gained thorough insight into the business and after two years bought out his employer. About 1902 he took over the candy business of R. H. Leach in Cambridge, Massachusetts, and continued its conduct under the name of the C. A. Briggs Company. In those early days the annual sales amounted to about six thousand dollars and something of the continuous development of the business is shown in the fact that today the sales average about a million dollars annually. A few years ago Mr. Briggs sold the business in Franklin, Massachusetts, in order to concentrate his energies upon the Cambridge enterprise and since the organization of the C. A. Briggs Company in 1902 he has continuously served as president and treasurer, bending his efforts to administrative direction and executive and financial control. That his policy measures up to the highest commercial standards is indicated in the success which

has crowned his labors. He is also a director of the Highland Chocolate Company and he occupies a prominent place among the leading manufacturers of Massachusetts.

In Cambridge, in 1902, Mr. Briggs was married to Miss Eva Whiting, of Franklin, this state, and they have one son, William E., who attended Worcester Academy and Boston University.

Mr. Briggs belongs to the Boston City Club and to the Chamber of Commerce and in Masonic circles he is well known, having taken the various degrees of both the York and Scottish rites. He is likewise a Noble of the Mystic Shrine at Boston and is a loyal follower of the teachings and high purposes of the craft. In its principles he has found the guiding spirit of his life and he is known as a business man of thorough reliability as well as of most progressive spirit.

GUSTAF A. OLIN

As president and treasurer of the Commercial Welding & Machine Company of Worcester, Gustaf A. Olin has developed a profitable enterprise in the building of special tools for grinding machines and all sorts of tools for abrasive wheels. He was born in Hoganäs, Sweden, August 28, 1869, and is a son of Nils and Petronella (Nelson) Olin. In pursuit of an education he attended the public schools of his birthplace to the age of twelve years, after which he worked for a manufacturer of fire brick for three years.

When a youth of fifteen Mr. Olin crossed the Atlantic alone, made his way to Worcester, Massachusetts, and for about three years was here employed in the machine shop of the Crompton & Knowles Loom Works, learning the machinist's trade. Then he answered the call of the sea, enlisted as a seaman before the mast and for three years sailed on a vessel which visited every port in the world. He had attained his majority when he returned to Worcester and became a machinist in the employ of the Eddy Tool Manufacturing Company, with which he remained for two years, after which he spent a similar period in several other machine shops in the vicinity of Worcester. The wanderlust again seized him and for a decade he traveled over the country, working as a machinist in Chicago, Kansas City, Salt Lake City and San Francisco. During a part of this time he was employed as traveling machinist by the Chicago & North Western Railway, the Minneapolis, St. Paul & Sault Ste. Marie in Montana, the Union Pacific and other railroad companies. He was back in Chicago at the time of the World's Columbian Exposition in 1893, after which he again journeyed westward to the Pacific coast, where he worked as a machinist. Subsequently he prospected for gold and eventually shipped as a seaman before the mast from San Francisco for New York, making the voyage around Cape Horn. Arrived at his destination, he took a pilot's license in New York harbor but returned to Worcester on account of the death of his sister here. He worked for two years in the machine

shop of the Norton Company and spent the succeeding period of five years with the David Gessner Company in charge of its planer department, after which he returned to the service of the Norton Company, being given charge of the truing room of the wheel department. In the latter connection he had forty men under him at the beginning, while twenty years later, when he resigned his position, he was supervising the labors of six hundred workmen. In 1917 he embarked upon an independent business venture and through the intervening period of twelve years has been active in the building of special tools for grinding machines and all kinds of tools for abrasive wheels. Mr. Olin has five employes, and though he has never advertised his business or employed any traveling salesmen, ships his products all over the country.

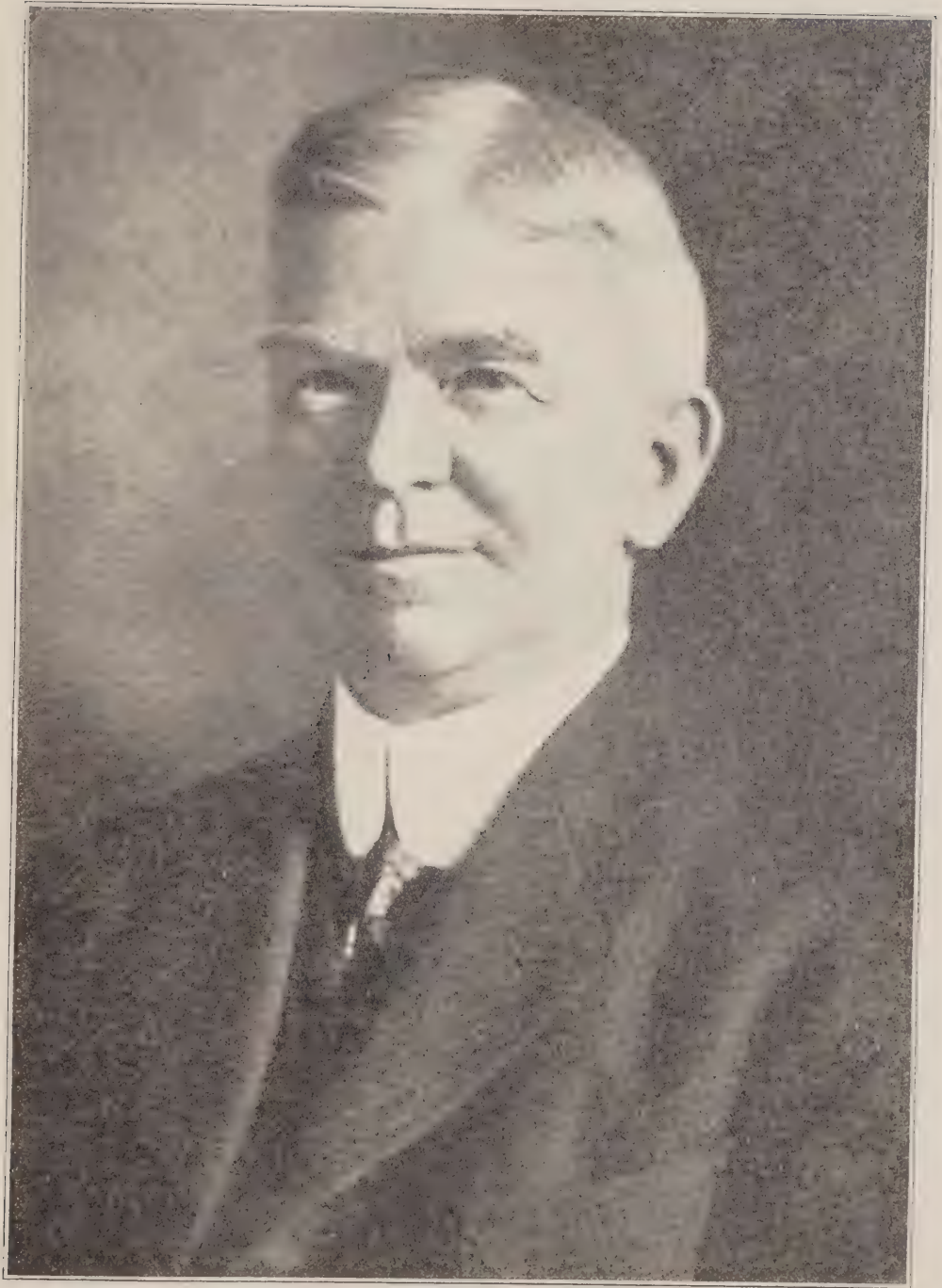
In June, 1899, in Worcester, Mr. Olin was united in marriage to Miss Betty Moberg, of his own home town in Sweden. They are the parents of three daughters, namely: Beatrice Muriel, who pursued a grammar and high school education, became a registered nurse and is now the wife of Joseph A. Tossy; Florence Valentine, who completed grade and high school courses and is also a graduate of Simmons College; and Gladys Lillian, who likewise pursued grammar and high school courses and who is a graduate registered nurse.

Mr. Olin has made a creditable record in public office, serving as councilman of Worcester from 1913 until 1917 and then as alderman for two years. He has recently resigned the office of justice of the peace, in which he served most acceptably for thirty years, being widely known for the fairness and impartiality of his decisions. He has made a hobby of his work and he finds pleasurable recreation in gardening. Mr. Olin has never had occasion to regret his determination to seek a home in the new world, for here he found the opportunities which he sought and in their wise utilization has won not only material prosperity but also the high esteem and warm friendship of his fellow citizens.

WILLIAM MANSFIELD STEVENSON

William Mansfield Stevenson, factory manager of the Hodges Corporation of Springfield, is one of the foremost representatives of carpet and rug manufacturing in America. His inventive genius has brought forth many new methods of manufacture in his particular field and his entire career has been marked by a continuous progression that has brought him to a point of acknowledged leadership. A recognition of his ability came to him when he was recalled to the Hodges company after having successfully carried on business independent of this corporation for a number of years.

Mr. Stevenson was born in Frankfort, New Jersey, April 22, 1862, a son of John and Elizabeth (Mansfield) Stevenson. His school training was finished when he completed his high school course in his native city. At the age of sixteen he entered the Raritan Woolen Mills at Raritan,



WILLIAM M. STEVENSON

New Jersey, being there employed from 1878 until 1888. He afterward worked in mills in the vicinity of Philadelphia until 1892, when he came to Massachusetts and took charge of the installation of machines for the Crompton & Knowles Loom Works. This assignment indicates something of the progress which he had continuously made since starting out to provide for his own support. He had closely studied the operations of machines in his various positions and his practical experience and imagination have led to notable achievement in the field of invention. His marked mechanical skill and ingenuity, combined with his executive force, led him to be selected for the position of general manager when the Hodges Carpet Corporation was organized and he was retained in that service until 1914, when he organized the Bozart Rug Company, of which he was president for ten years.

In this connection his name became nationally known. The first patent ever taken out for the manufacture of paper fibre goods was by A. Robinson of New York city, the patent being granted September 16, 1862. It covered a paper fabric having an open mesh which was filled in with cement, the whole being designed for use as roofing. On January 26, 1883, John Bray of Washington, D. C., was granted a patent which covered the rights on a plain and shut weave, designed for the purpose of imitating plain straw matting. He sold this patent to Frank F. Hodges and the firm of Hodges & Weyman began the manufacture of the plain paper fibre matting, but it was with difficulty that they secured the necessary machinery and Mr. Weyman abandoned the effort. Mr. Hodges, however, refused to quit the field and consulted Crompton & Knowles, well known loom builders, who specialize in building machinery to develop new fabrics. The work of creating and building a loom was turned over to W. M. Stevenson, their consulting engineer and expert on all kinds of woven fabrics. After various attempts Mr. Stevenson, in 1894, developed a loom specially built and adapted for making paper fabric goods—a loom built for speed coupled with simplicity. In 1895, as the result of the development of this loom, Mr. Hodges arranged with Mr. Stevenson to organize a company and the Hodges Fibre Carpet Company was incorporated in Maine in 1895, with Mr. Stevenson as mill manager and production man. The plant was built at Indian Orchard, Massachusetts, and narrow goods were manufactured in both plain and figured fibre carpets. At once Mr. Stevenson began experimenting on other goods, such as wool, cotton and jute, to combine with paper fibre and succeeded in producing what is known as the wool and fibre rug, which was called the Ironclad rug. The loom on which the first rug of this kind was woven was developed and set up in the Indian Orchard mill and combined various features of the blanket loom, Marseilles quilt loom and the regular worsted loom. As the result of his labors many patents were secured on the methods of constructing fibre rugs and on improvements on machinery for their weaving. Constantly the output of the plant was increased not only in volume but in the line of its manufactured products, and between 1910 and 1912 the water-proof rug was produced. This necessitated special

machinery of heavier type than ever before constructed, but experiments were continued until success resulted. The erection of a new mill was immediately begun by the Hodges Fibre Carpet Company for the manufacture of the water-proof rugs, but before its completion Mr. Hodges, founder of the business, died. However, Mr. Stevenson continued with the company until January 1, 1915, when he resigned as mill manager and organized the Bozart Rug Company, with mills at Springfield, Massachusetts. A name was desired for the new organization. Mr. Stevenson, at that time in Buffalo, was offered a circular by a man on the street and, looking at it, saw it described Mozart mountain. Then came to him the idea of the name for his company. He thought of "beau," meaning beautiful, and through the elimination of letters produced the name Bozart. The company began the manufacture of upholstery for furniture made out of paper. Mr. Stevenson has widely studied various papers all over the world in an effort to find something for use in the manufacture of all kinds of fabric and finally selected a rice paper from Japan but found the price too prohibitive. He felt that there must be something developed out of a domestic paper that would sell at a reasonable figure and at length produced the tricolors, of which a large quantity is now being manufactured.

After remaining at the head of the Bozart company for ten years Mr. Stevenson resigned in 1924 to organize the Unit Rug Company, which marked a new departure in rug manufacture. This company established its plant at Oshkosh, Wisconsin, and manufactured its floor coverings in units which were woven by hand and were the direct outcome of the study and experimentation of Mr. Stevenson, recognized as one of the leading power loom experts of the country. He realized that modern factory processes of power loom weaving have highly developed the standardized type of rug, but he also realized that if the long-felt want of the interior decorator for an individual floor covering was to be satisfied he would have to discard the commonly used methods and develop the ideal floor covering along some entirely new lines. This he did by producing eighteen inch squares which could be quickly woven of any specified color or colors and which could be woven into many designs. He continued with the Unit Rug Company until 1927, when he was recalled to the Hodges company as general manager. The outgrowth of his labors has been continued improvements in machinery and in methods of manufacture. His contributions to the business of producing floor coverings and other loom products have been of a most valuable nature, largely revolutionizing the business in many of its phases.

Mr. Stevenson was married in Norwalk, Connecticut, June 15, 1888, to Della Kennedy and they have two children, Marguerite and William.

Mr. Stevenson was president of the Springfield Automobile Club, and a director of the Chamber of Commerce and is keenly interested in public projects looking to the benefit and improvement of the city. He is serving as a member of the city planning commission and for eight years has been chairman of the license commission. He has always recognized

the duties and obligations of citizenship and has found time to meet these, so that aside from business connections he is regarded as a valuable asset to any community. His life might be termed one of productive activity. It is said that invention is the result of science, experience and imagination. All these qualities have figured in his career. He has ever made it his purpose to accomplish the tasks assigned him and when he has mastered these he has sought methods for improvement whereby the minimum expenditure of time and material has resulted. His inventions are manifold and his improvement of processes almost numberless. He is today an acknowledged expert on the subject of power looms, known from coast to coast in this connection and thus an outstanding representative of Massachusetts industries.

GEORGE ALLEN SARGENT

George Allen Sargent, treasurer of the Hill Clothes Dryer Company of Worcester, was born in this city December 6, 1871, a son of Lucius M. and Clara F. (Allen) Sargent. His public school training was supplemented by study in Worcester Academy and he then secured a clerkship with the Hill Clothes Dryer Company, with which he has since been associated, working in every department and gaining a thorough knowledge of the business. There is no phase of the manufacturing end or of the management with which he is not familiar and his knowledge and capability have brought him various promotions. He is now president and treasurer and owns the controlling interest in the company. They manufacture the famous Hill Clothes Dryer a revolving clothes line apparatus accommodating from one hundred to one hundred and fifty feet of line. This apparatus can be filled with clothes by a person standing in one spot on a back porch or in a yard and practically every home in New England is equipped with one of these devices. The company also manufactures a cabinet clothes dryer which is operated by gas or electricity and has found a ready sale among the better type of home owners and also in golf clubs and other organizations of a similar nature. A large number are likewise sold to yacht owners and several of the government warships have been equipped with these dryers, which meet a need where economy of space is essential.

On the 13th of October, 1896, Mr. Sargent was married to Miss Winifred E. Hill and they now have three children: Evelyn, a graduate of the South high school and Posse Niseu School and now physical director for girls at the Junior high school; Carmeta, a graduate of the South high school, and the Massachusetts Agricultural College, who is attending the Chicago Theological Seminary; and Phillips, a graduate of the Shrewsbury high school and the Burdette College of Business Administration of Boston is now a salesman for his father.

The family have membership in the Shrewsbury Congregational church

and Mr. Sargent is a Mason, belonging to Franklin Lodge, F. & A. M., at Grafton, and is a charter member of the Mathew John Whittal Lodge of Shrewsbury. He is also identified with the Kiwanis Club, the Shrewsbury Club and the United Commercial Travelers. For four years he served on the city council of Worcester, laboring earnestly to promote the welfare of the community and secure the adoption of measures beneficial to the public at large.

E. KENT SWIFT

Coexistent with the growth of the textile industry in Massachusetts has been the development of the plants devoted to the manufacture of textile machinery, and in this connection E. Kent Swift is widely known, being the treasurer, general manager and one of the directors of the Whitin Machine Works at Whitinsville. Many other business interests, varied in character, also claim his attention and have benefited by his cooperation, but the Whitinsville enterprise is perhaps his chief concern. He is a native of Eau Claire, Wisconsin, born December 10, 1878, a son of Elijah and Myra (Evans) Swift. Both were representatives of old American ancestry and the father was a prominent lumberman of Wisconsin.

E. Kent Swift attended the Beloit Academy in his native state and afterward entered Williams College, from which he was graduated with the Bachelor of Arts degree as a member of the class of 1900. In September of the same year he became an employe in the Whitin Machine Works, serving as a mechanic at the outset but working his way upward through the various departments until he was called to executive position. In 1906 he was made assistant treasurer of the corporation and in 1920 became general manager and treasurer, in which dual position he not only controls the financial policy of the business but also directs its activities in the field of production. The business is now one of the most important in this field in New England and its trade relations cover an extremely wide territory.

Mr. Swift also has voice in the management of many other interests. He is vice president and trustee of the Whitinsville Savings Bank and a director of the United Lace & Braid Manufacturing Company of Providence, the Nashawena Mills of New Bedford, the Lawton Mills of Plainfield, Connecticut, and the Arlington Mills of Lawrence, Massachusetts. He is likewise on the directorate of Ashworth Brothers of Fall River, Massachusetts; the Boston Manufacturers Mutual Fire Insurance Company; the Massachusetts Mutual Life Insurance Company; the Mutual Boiler Insurance Company; the Calhoun Mills of South Carolina; the Crown Manufacturing Company of Pawtucket, Rhode Island, of which he is also president; the Dunean Mills of Greenville, South Carolina; the Non-quitt Spinning Company; is president and director of the Nyanza Mills of



E. KENT SWIFT

Woonsocket, Rhode Island, a director of the Paul Whitin Manufacturing Company, of which he is also vice president; the Second National Bank of Boston; the Mumford Securities Company, of which he is also vice president; the Linwood Street Railway of Whitinsville; and the National Association of Cotton Manufacturers.

Mr. Swift was married April 18, 1911, to Miss Katharine L. Whitin of Whitinsville, Massachusetts, and they are the parents of three daughters and a son: Elizabeth Robinson, Katherine Whitin, Anne Whitin and E. Kent, Jr.

Mr. Swift has membership in the Masonic fraternity and the Knights of Pythias. He is a director of the Home Market Club and a member of the Algonquin, University, Tennis and Racquet and Exchange Clubs, all of Boston, and the Worcester Club and Tatnuck Country Club of Worcester. He also belongs to the Williams Club, the New York Yacht Club, the Woods Hole Golf Club and the Whitinsville Golf Club. His political support is given to the republican party, and he has served as treasurer of the republican town committee of Northbridge for a number of years and also as a selectman of the town. At present he is chairman of the finance committee of Northbridge. Whatever he attempts he accomplishes. Obstacles and difficulties in his path have always seemed to serve as an impetus for renewed effort on his part and he never stops short of the successful achievement of his purpose, while the methods he pursues are such as win the cooperation and support of others.

LAURENCE MURRAY KEELER

Laurence Murray Keeler, agent for the Whitin Machine Works, at Whitinsville, Worcester county, was born in Orange, New Jersey, August 30, 1870. His parents, Julius M. and Julia (Lathrop) Keeler, accorded him liberal educational privileges. He supplemented his early training by study in the Phillips Andover Academy, from which he was graduated in 1891. He then became connected with the Whitin Machine Works, spending three years in the shop learning the business, during which time he gained an intimate and accurate knowledge of the business. He was afterward with the Paul Whitin Company for one year, familiarizing himself with the operations in the mill, and at the end of that time he went upon the road, erecting machinery for two years. He then returned to the factory and entered the repair department, in which he won various promotions, and at length was made manager of that department. Subsequently he was transferred to the sales department, having charge of all salesmen on the road, and then became agent for the entire company. Something of the magnitude of his responsibilities and duties is indicated in the fact that the Whitin Machine Works employ thirty-five hundred men, theirs being one of the largest institutions in the world devoted to the manufacture of textile machinery. Mr. Keeler's cooperation has been

sought in other fields, and he is now serving on the board of directors of the Nyanza Mills, the Whitman Mills, the Pemaquid Mills and the Exhibitors Association of Boston.

On the 1st of June, 1905, Mr. Keeler was married to Miss Elizabeth Whitin, and their family now numbers three sons: Murray W., Marston W. and Laurence M., Jr., aged respectively twenty, seventeen and fifteen years. Mr. Keeler is a member of the Brookline and Tatnuck Country Clubs, the Tennis & Racquet Club of Boston, the Exchange Club of Boston, the Worcester Club, the Merchants Club of New York and the New York Yacht Club. He maintains his summer home in Jamestown, Rhode Island, and travels all over the world in the interests of the company which he serves.

GEORGE ALEXANDER BIGELOW

George Alexander Bigelow is a native son and prominent woolen manufacturer of Worcester, where he has filled the presidency of the Hopeville Manufacturing Company for the past thirty-seven years. He was born July 19, 1853, a son of Alexander and Adaline (Stockwell) Bigelow, and is a descendant of John Bigelow, who settled at Watertown, Massachusetts, prior to 1642. In the acquirement of an education he attended the public schools of Worcester, passing through consecutive grades to his graduation from the high school with the class of 1871. After putting aside his textbooks he was connected with the Central National Bank of Worcester in a clerical capacity for four years. It was in 1882 that he became a wool merchant and through the succeeding decade he was engaged in business along that line as a member of the firm of Hyatt, Coombs & Company of Worcester and the firm of Coombs & Bigelow of Boston. In 1893 he became president and treasurer of the Hopeville Manufacturing Company of Worcester, manufacturers of woolen cloth for men's clothing, continuing in the dual official capacity until 1916, when he resigned as treasurer in favor of his son, Edward A. Bigelow. He still retains the presidency, however, and the steady expansion and success of the industry so long under his control is attributable in substantial measure to his splendid executive ability, his sound judgment and his keen discrimination in business affairs.

On the 10th of October, 1877, in Norwich, Connecticut, Mr. Bigelow was united in marriage to Miss Dora Louise Tucker, who was there born September 21, 1854, her parents being James and Ellen (Walbridge) Tucker. Mrs. Bigelow is a member of the Worcester Woman's Club and by her marriage she has become the mother of three daughters and one son, namely: Adalaide Walbridge, who is the wife of Asa M. Parker; Helen Louise, the wife of George D. Church; Edward Alexander, who married Mary A. Ball and who is mentioned at length on another page of this work; and Dorothy Elizabeth, the wife of Clarence S. Arms.

Mr. Bigelow is a highly esteemed member of the Commonwealth Club and the Hillcrest Country Club of Worcester and also takes an active interest in the work of the Piedmont Congregational church of Worcester, to which he belongs. His has been a long, useful and honorable career and he enjoys an enviable reputation among the representative business men and leading citizens of the community in which his entire life has been spent.

EDWARD ALEXANDER BIGELOW

On the official list of the Hopeville Manufacturing Company, Inc., at Worcester appears the name of Edward Alexander Bigelow, who is the treasurer and manager of the corporation. While the business was established and promoted by his father, he has taken an active part in its development and since his father's retirement has been practically in control of the concern.

Worcester numbers him among her native sons, his birth having occurred in May, 1885. He attended the public schools and Worcester Academy while spending his youthful days in the home of his parents, George A. and Dora Louise (Tucker) Bigelow. Later he became a student in the Abbott School at Farmington, Maine, and next attended the Lowell Textile Institute, gaining knowledge of great value to him in the conduct of his future business affairs. He has since served six years as trustee of that institution, appointed by Governor Cox. When his education was completed he became associated with his father, the owner of the business carried on under the name of the Hopeville Manufacturing Company. This enterprise was organized for the manufacture of woollens, and Edward A. Bigelow worked his way through the mill, serving in various capacities for a period of five years, which brought him to the superintendency of the plant. He was also made assistant treasurer, his father having practically retired, and he is now treasurer and general manager. The company is conducting a business of substantial proportions, furnishing employment to about one hundred and eighty-five men and women. There is a strong family feeling among the employes and the employers, the former recognizing the fact that those whom they serve feel the keenest interest in their welfare and progress. The company pays a higher rate of wages than many other mills, is at all times considerate of those who serve them, and has never had any labor troubles. The business is capitalized for one hundred and fifty thousand dollars and is accounted one of the representative manufacturing institutions of Worcester. In addition to his connection with the Hopeville Manufacturing Company, Inc., Mr. Bigelow is a director of the Mechanics National Bank, the Morris Plan Bank and the Corporation of 5¢ Savings Bank; is a trustee of the Mechanics Savings Bank, and thus through these various connections

he has become prominently identified with business and financial interests of his native city.

In 1911 Mr. Bigelow was married to Miss Mary Abott Ball, of Keene, New Hampshire, and they have one child, Katharine Abott, who was born December 8, 1913, and is attending the Abbott Academy at Andover, Massachusetts. Mrs. Bigelow holds membership in the Woman's Club and is a director of the Worcester Girls' Club.

Mr. Bigelow is identified with the University Clubs of Worcester and Boston, the Worcester Club, the Economics Club, the Commonwealth Club, and the Hillcrest, Worcester and Tatnuck Country Clubs. He is a director of Hahnemann Hospital; is a York and Scottish Rite Mason and a Noble of Aleppo Temple of the Mystic Shrine. These and many other interests and activities have claimed his attention and have benefited by his energy, and he has been particularly helpful in those organizations which promote business and trade relations. He is a member of the First Unitarian church of Worcester; is a director of the Worcester Chamber of Commerce and of the Associated Charities; and is a member of Delta Kappa Phi fraternity at Lowell Textile Institute, the Worcester Agricultural Associations, the Manufacturers Textile Association and the Woolen Institute of New York, and if one wants knowledge concerning the woolen industry no better authority upon the subject can be consulted than Edward A. Bigelow. A connoisseur of art, he has assembled a fine collection of etchings and paintings. He is a devotee of horse back riding and golf and also enjoys the sport of fishing.

C. H. COWDREY MACHINE WORKS

In 1875 Charles H. Cowdrey founded the Cowdrey Machine Company and for more than fifty years the concern has engaged in designing and building special machinery, having manufactured products for mining operations as far away as Japan and Australia. The delicate instrument known as the Petrotome is manufactured in the Cowdrey shops, being used to cut geological specimens, such as crystals and fossils, at any required angle, and of such thinness that the sections may be used as microscopic slides. Textile and printing machinery is also produced. On the death of the founder, in 1896, Henry E. and Charles F. Cowdrey succeeded to the management. The C. H. Cowdrey Machine Works still continues in operation and has capital of \$200,000. H. E. Cowdrey is president, C. W. H. Cowdrey, vice president, G. B. Warner, secretary, and C. F. Cowdrey, treasurer.

The corporation employs 200 hands. In 1929 the business of the Cowdrey Brake Tester Organization, Inc., was acquired by the Bendix Aviation Corporation, and a new company, the Bendix-Cowdrey Brake Tester, Inc., was formed, with its headquarters in Fitchburg, where a complete line of brake tester equipment is now being manufactured.



C. H. COWDREY MACHINE WORKS,
1875



C. H. COWDREY MACHINE WORKS, 1930

Vincent Bendix was elected chairman of the board, and Charles F. Cowdrey, Sr., who developed the equipment, is honorary vice president. All brake patents, appliances, etc., belonging to the Bendix Aviation Corporation were combined with those of the Cowdrey organization. The machines of the concern are in service in upwards of 700 service stations in the United States and in twenty-two foreign countries.

HENRY ELMOUS COWDREY

Though he has passed the Psalmist's allotted span of three score years and ten, Henry Elmous Cowdrey is still an active factor in the world's work as president of the C. H. Cowdrey Machine Works of Fitchburg, a successful industrial enterprise with which he has been continuously connected since his seventeenth year.

Mr. Cowdrey was born in Worcester, Massachusetts, November 12, 1859, a son of Charles H. and Priscilla L. Cowdrey. His education was acquired in the public schools and during evening sessions he acquainted himself with mechanical drafting. His successful business career had its foundation in a thorough mastery of the machinist's trade and it was in 1876 that he entered the shop of the C. H. Cowdrey Machine Works, of which he is now the executive head. His identification therewith covers fifty-four consecutive years and his long experience in the work, his efficient management and his sound judgment have constituted important elements in the steady expansion of this enterprise.

At Lunenburg, Massachusetts, November 1, 1882, Mr. Cowdrey was married to Miss Dora E. Haven, a native of that place. They are the parents of two sons: Irving Henry, who married Madeline Read, and Carl Waldo Haven, who married Helen Foote. Mrs. Dora Cowdrey has membership in the Eastern Star and in Pearl Hill Rebekah Lodge.

Mr. Cowdrey has long figured prominently in public affairs of his community and made an excellent record as a member of the city council in 1898 and 1899 and as an alderman in 1903, 1904 and 1905, while during the years 1917, 1918 and 1919 he represented his district in the state legislature, giving thoughtful and earnest consideration to the vital questions which came up for settlement. For four years he served in the state militia, retiring with the rank of corporal. He is a member of the Rotary Club and is a past director of the Chamber of Commerce and the Fitchburg Sportsman Club. Mr. Cowdrey is now a director of the Izaak Walton League and in Masonry has attained the thirty-second degree of the Scottish Rite, while in Mount Rollstone Lodge of the Independent Order of Odd Fellows, he is a past noble grand. His name is likewise on the membership rolls of the Masonic Club and the Oak Hill Country Club and in religious faith he is a Universalist. His interests and activities are wisely diversified, making his a well rounded character. Throughout his entire life he has used his time, his talents and his op-

portunities wisely and well, gaining deserved prosperity in business and as the result of many admirable personal qualities winning the respect and warm regard of those with whom he has been associated.

CHARLES FRANCIS COWDREY

Charles Francis Cowdrey has been officially connected with the C. H. Cowdrey Machine Works of Fitchburg in the capacity of treasurer since 1898 and has been continuously identified with this important industrial concern during the past forty-four years. He is a native son of Fitchburg, Worcester county, Massachusetts, born May 1, 1870, his parents being Charles H. and Priscilla L. Cowdrey. Following the completion of his public school training he pursued a course of study in the Bryant & Stratton Commercial School of Boston. Subsequently he began learning the machinist's trade, with the various phases of which he thoroughly acquainted himself during the period of service covering fifteen years, also gaining valuable experience as a traveling salesman of machinery. As above indicated, he has been continuously connected with the C. H. Cowdrey Machine works since 1886 and has been treasurer of the Company for thirty-two years. Mr. Cowdrey was the inventor and developer of the Cowdrey Dynamic Brake Tester, and president of the Cowdrey Brake Tester Organization, Inc., which secured world wide recognition throughout the automotive industry for this product. He is also first vice president and a director of the Bendix-Cowdrey Brake Tester, Inc., a director of the Safety Fund National Bank of Fitchburg and a trustee of the Fitchburg Savings Bank. His high standing in business circles of his native city is further indicated in the fact that he is a past president of the Fitchburg Metal Manufacturers.

On the 30th of July, 1898, in Trinity church of Boston, Mr. Cowdrey was united in marriage to Miss Elizabeth C. Casavant, a native of Ashburnham, Massachusetts. They are the parents of a son, Charles Francis Cowdrey, Jr., who married Florence I. Alden. Mrs. Cowdrey is a member of the Fitchburg Women's Club, the Eastern Star and E. Victoria Morse Rebekah Lodge.

Keenly alive to the possibilities for civic advancement and progress, Mr. Cowdrey rendered effective service to his fellow townsmen as a member of the Fitchburg city council. He has been a director of the Fitchburg Chamber of Commerce, is first vice president of the Boy Scout Organization and a past president of the Fitchburg Sportsman Club. In addition, he is a member of the United States Ordnance Association, the Fay Club, the Boston City Club, the Rotary Club, and the Masonic Club. In Masonry he has taken the degrees of both York and Scottish Rites, belonging to Aurora Lodge and Thomas Royal Arch Chapter, Jerusalem Commandery, Worcester Lodge of Perfection, to Goddard Council of Princes of Jerusalem, to Lawrence Chapter of Rose Croix, to Massachu-

setts Consistory, S. P. R. S., of Boston, and to Aleppo Temple, A. A. O. N. M. S., of Boston. He is likewise affiliated with Mount Rollstone Lodge of the Independent Order of Odd Fellows and with Fitchburg Lodge of the Benevolent and Protective Order of Elks. His fondness for out-door sports is manifest in his connection with the Izaak Walton League, while his religious faith is indicated by his membership in Rollstone Congregational church of Fitchburg.

CARL WALDO HAVEN COWDREY

It was on attaining his majority, in 1914, that Carl Waldo Haven Cowdrey became connected with the C. H. Cowdrey Machine Works, manufacturers of special machinery in Fitchburg, of which concern he is vice president. A native of Fitchburg, Massachusetts, he was born December 12, 1893, his parents being Henry Elmous and Dora E. (Haven) Cowdrey, mentioned on another page of this work. After completing the grammar school course he continued his studies in the Fitchburg high school and subsequently attended Lowell Institute. He was about twenty-one years of age when in 1914 he turned his attention to the manufacture of special machinery with the C. H. Cowdrey Machine Works of Fitchburg and in the executive capacity of vice president his efforts have contributed in no small measure to the continued success of the business.

On the 17th of October, 1917, in Fitchburg, Mr. Cowdrey wedded Helen I. Foote, a native of Jamaica, British West Indies. He has membership in the Universalist church and in the Universalist Church Men's Club and is also a worthy exemplar of the teachings and purposes of the Masonic fraternity, belonging to Aurora Lodge, A. F. & A. M., of which he was master in 1923, and to Thomas Chapter, R. A. M. He made a very creditable and commendable record as a councilor of the Fitchburg city government in 1928 and 1929 and he is an active member of the Fitchburg Chamber of Commerce. His social and recreational interests are indicated in his membership connection with the Oak Hill Country Club, the Fitchburg Square & Compass Club, the Izaak Walton League and the Fitchburg Sportsman Club. In the community where he has always resided Carl W. H. Cowdrey enjoys high standing as an enterprising and representative young citizen as well as a prosperous business man.

C. FRANCIS COWDREY, JR.

C. Francis Cowdrey, Jr., is a successful young representative of industrial interests in Worcester county, having been connected with the Fitchburg enterprise known as the Bendix-Cowdrey Brake Tester, Inc., in the capacities of assistant treasurer, assistant sales manager and director, but

resigned these positions when the company removed to South Bend, Indiana, recently. He was born in Fitchburg, April 3, 1903, the son of Charles Francis and Elizabeth Charlotte (Casavant) Cowdrey. His more advanced education was acquired in Clark University of Worcester, which conferred upon him the degree of Bachelor of Arts in 1924, while during the two succeeding years he attended the Harvard Graduate School of Business Administration. His initial experience in the business world was gained as assistant sales manager and assistant treasurer of the Cowdrey Brake Tester Organization, Inc., and he also became a trustee of the C. H. Cowdrey Machine Works. He is a young executive of marked business ability.

On the 30th of July, 1923, in Fitchburg, Mr. Cowdrey was married to Florence I. Alden, who was born in Springfield, Massachusetts, September 23, 1900. They are the parents of a daughter, Cynthia, three years of age. Mrs. Cowdrey is treasurer of the Intercollegiate Club and a member of the Fitchburg Woman's Club, while Mr. Cowdrey has membership in the Engineers Club of Boston, the Harvard Club of Boston and the Oak Hill Country Club of Fitchburg. He is president of the Fitchburg Civitan Club, vice chairman of the President's Cabinet, Fitchburg Chamber of Commerce, and also identified with the Benevolent and Protective Order of Elks and with Kappa Phi fraternity, of which he is a past president and which he joined while a student in Clark University. His military record shows service as second lieutenant of the Chemical Warfare Reserve Corps.

J. ALONZO B. TAYLOR

J. Alonzo B. Taylor, president of the Channing Smith Textile Corporation, with plant and offices on Main street in Cherry Valley, Worcester county, has been continuously associated with this enterprise for more than two decades and was called to his present executive office in 1924. The business is devoted to the manufacture of flannels, suitings and overcoatings and has assumed extensive proportions.

Mr. Taylor was born in Uxbridge, Massachusetts, January 16, 1880, a son of John N. and Mary (Pitts) Taylor, natives of the same city. At the usual age he entered the public schools and mastered the work of the consecutive grades until he had completed a high school course. His start in business life was made with the Calumet & Hecla Woolen Company, with which he remained for six years, becoming conversant with the technical phases of the industry. Owing to his ability and trustworthiness promotions came to him from time to time until he was placed in charge of designing and acted in that capacity until he resigned to become assistant superintendent of the Frank C. Smith mill of Worcester. He filled that position for four years and subsequently was superintendent of the Pondmill Woolen Company of Auburn, Massachusetts, for a short



J. ALONZO B. TAYLOR



LEWIS W. EVERETT

time. In 1908 he became identified with the Channing Smith Textile Corporation as general superintendent of all of its mills and in 1924 he was elected president and general manager and still fills these dual offices. The company now manufactures flannels, cloakings, suitings and overcoatings and something of the volume of this business is indicated in the fact that the capitalization is one million dollars and that six hundred men and women are employed in its plants. With the passing years Mr. Taylor has gained a comprehensive knowledge of textile manufacturing, so that he is able to speak with authority upon matters pertaining thereto, while in the conduct of the interests under his immediate control he displays sound judgment and keen discrimination combined with the capacity to coordinate seemingly diverse interests into a unified and harmonious whole. His high standing in trade circles is indicated in the fact that he is now serving as president of the Manufacturers Textile Association.

On the 2nd of December, 1926, Mr. Taylor was married to Miss Alice Weaver, of Webster, Massachusetts, and they have one son, Donald. Mr. Taylor occasionally enjoys a game of golf and he has membership in the Hillcrest Country Club and the Commonwealth Club. A York Rite Mason of the thirty-second degree, he belongs to Worcester County Commandery, K. T., and has crossed the hot sands of the desert with the nobles of Aleppo Temple of the Mystic Shrine. His has been an active and useful life and he may well be proud of his record of advancement and achievement. Through his own efforts he has won the distinctive title of self-made man and his example may well serve to inspire and encourage others.

LEWIS WINSLOW EVERETT

Lewis Winslow Everett, treasurer of the Channing Smith Textile Corporation of Worcester, was born in the city of Worcester, October 15, 1884, a son of Otis Winslow and Mabel H. (Hay) Everett, the latter of Barre, Massachusetts. Having completed a public school course, Lewis W. Everett then attended the Worcester Academy and subsequently entered Harvard, where the Bachelor of Arts degree was conferred upon him at his graduation in 1908. He then became associated with his father in the Winslow Skate Manufacturing Company, learning the business and working upward to the position of assistant superintendent and purchasing agent. In 1917 he put aside business and personal considerations and joined the Marines, enlisting as a private. He was assigned to duty as interpreter and on account of his ability in that connection was made sergeant. He arrived in France, October 31, 1917, with the Sixth Regiment of Marines and served with that organization in the Verdun sector. He participated in the Aisne-Marne defensive, including the battle of Chateau Thierry, the Aisne-Marne offensive, including the battle of Soissons, and also served in the Marbache sector, where he was on duty at Pont-a-Mousson. He likewise participated in the St. Mihiel offensive

while an enlisted man. On the 26th of September, 1918, he was commissioned second lieutenant and took part in the Meuse-Argonne offensive, including the battle of Champagne and the hotly contested engagement in the Argonne Forest. He went on the march to the Rhine as a commissioned officer and from the date of his arrival in Germany until he sailed for the United States he was on active duty with the army of occupation. On June 2, 1918, in the battle of Chateau Thierry, he was wounded in action but not evacuated to the hospital. He has three citations pending.

In the fall of 1919, following his discharge from the army, Mr. Everett became Worcester manager for the investment and banking house of Bonbright & Company, with which he remained until 1923, when he became associated with Channing Smith as assistant treasurer of one of the latter's textile mills. Soon afterward the death of Mr. Smith occurred and his two mills were consolidated under the name of the Channing Smith Textile Corporation, of which Mr. Everett became treasurer, which office he still fills.

On the 15th of October, 1919, Mr. Everett was married to Miss Grace E. Gabriel, of Worcester. Their home is at 40 Holman street, Shrewsbury, Worcester county. Mr. Everett belongs to Quinsigamond Lodge, A. F. & A. M., of which he is a past master, and he has attained the thirty-second degree of the Scottish Rite and has crossed the sands of the desert with the Nobles of Aleppo Temple of the Mystic Shrine. For five years he served on the finance board of Shrewsbury and for two years was a member of the Shrewsbury board of selectmen. He belongs to the University Club and the Economic Club of Worcester and is a member of the Marine Association League and of the Second Division Association—memberships which keep him in touch with his army comrades of the World war, in which he made a most creditable record as a representative of the Marines, being with one of the first divisions in action among the American Expeditionary Forces.

JOHN F. TINSLEY

John F. Tinsley, identified since the beginning of his business career with the Crompton & Knowles Loom Works, has advanced through its various departments until for some time he has filled the official position of vice president and general manager of a corporation which enjoys an international reputation as the largest builders of fancy weaving machinery in the world, operating plants at Worcester, Massachusetts, and Providence, Rhode Island. He is, moreover, connected with various civic, charitable and philanthropic organizations and the scope of his interests and activities is such that he has become widely recognized as one of Worcester's leading and influential citizens.

John F. Tinsley was born at Hampton Junction New Jersey, July 4,

1880, a son of Robert and Elizabeth A. Tinsley. As a young man of twenty years he was graduated from the electrical engineering department of Rutgers University, New Brunswick, New Jersey, with the degree of Bachelor of Science, while four years later, in 1904, he received the Master of Science degree from the same institution. In 1923 the honorary degree of Master of Arts was conferred upon him by Holy Cross College of Worcester, Massachusetts. From July, 1900, to February, 1902, he was with the Western Electric Company; from February, 1902, to April, 1903, with the United Electric Company of Newark, New Jersey; from April, 1903, to November, 1905, was assistant electrical engineer, Signal Corps, U. S. A.; from 1905 to 1916 was assistant to the district manager, superintendent of the Electrical Cable Works, general superintendent of the South & Specialty Works, American Steel & Wire Company, Worcester, Massachusetts. In June, 1916, he became assistant general superintendent to Crompton & Knowles Loom Works and the following year was elected vice president and general manager of that company at Worcester, Massachusetts.

As the years passed he has thoroughly acquainted himself with every phase of the business in its various departments, and his efforts have constituted an effective force in the steady expansion and growth of this mammoth enterprise. Twenty-six acres of floor space are devoted to the manufacture of one hundred and sixty different types of automatic and non-automatic looms for weaving the sheerest of lawns to the heaviest of carpets. Mr. Tinsley's cooperation has naturally been sought in the control of various other business interests and he is now a director of the Royal Worcester Corset Company and a director of the Worcester County National Bank, the Worcester Consolidated Street Railways, the Arcade Malleable Iron Company of Worcester, the Bankers & Mortgage Corporation and the Morris Plan Bank. He is also a trustee of the People's Savings Bank and has gained an enviable reputation as a man of notably sound judgment and keen discrimination in business and financial affairs.

On the 26th of November, 1910, in Worcester, Massachusetts, Mr. Tinsley was united in marriage to Miss Helen Munroe and they are the parents of a daughter, Mary Munroe, born in 1914. Mrs. Tinsley is a director of the Worcester District Nursing Society and active in other charitable and civic agencies.

Some idea of the variety and breadth of Mr. Tinsley's interests outside of business may be gained from a list of the societies, organizations and institutions with which he is now connected. He is president of the Worcester Trade Schools, vice president and member of the executive committee of Associated Industries of Massachusetts, a director of the Home Market Club, trustee and member of the executive committee of St. Vincent's Hospital, president of the Society of Patrons of St. Vincent's Hospital, a director and member of the executive board of the Worcester Children's Friend Society, a director of St. Agnes Guild, director at large and member of the council of the Worcester Welfare Federation,

trustee of the Worcester Agricultural Society, member of the Worcester Historical Society, member of the executive committee of the Worcester Child Guidance Committee and a member of the National Foreign Trade Council, the American Iron & Steel Institute, the American Institute of Electrical Engineers, the American Society for Testing Materials and the New England Council, of which he is a past vice president and now chairman of one of its most important committees. He likewise belongs to the Chamber of Commerce, of which he has been president, and has membership in the Economic Club of Worcester and in the University Club of Worcester, the Tatnuck Country Club, the Worcester Club and the Worcester Country Club. His name is also on the membership rolls of two Greek letter fraternities—Chi Phi and Phi Beta Kappa. In religious faith he is a Catholic and he has been knighted by the King of Italy, being a Chevalier of the Order of the Crown of Italy. Mr. Tinsley makes annual vacation trips to Europe and is a broad-minded, cultured gentleman with a circle of friends as wide as the circle of his acquaintance.

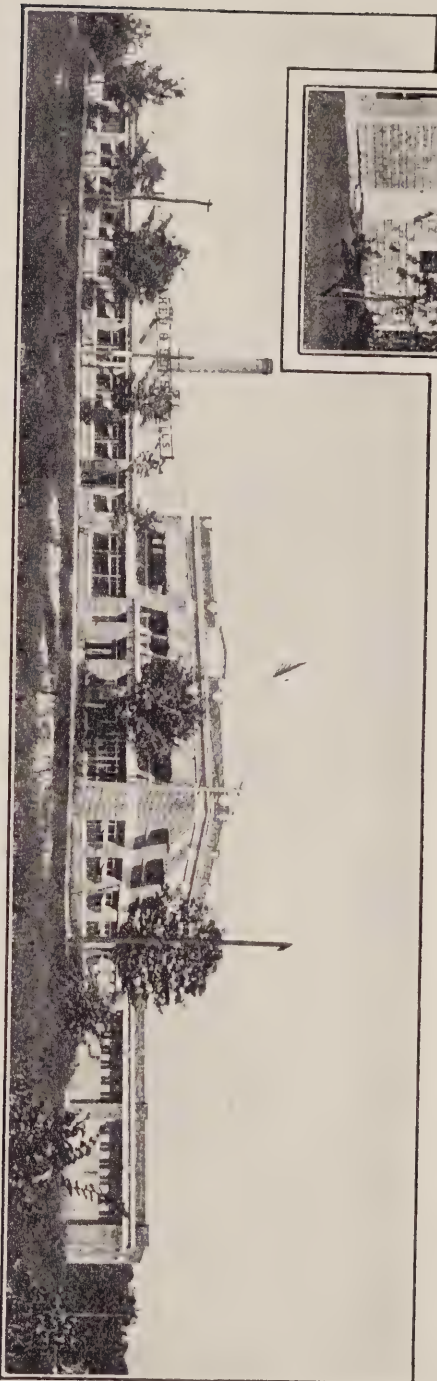
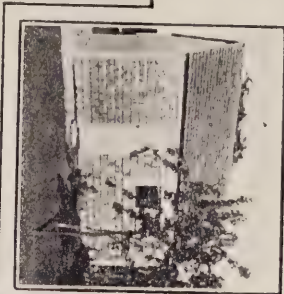
GEO. BAKER & SONS, INC.

Geo. Baker & Sons, Inc., was established in January, 1911, at Whitman, by George B., Edward C. and Herbert B. Baker. In June, 1911, they purchased the tack business of Willard-Osborne Company at Lakeville and removed from Whitman. In March, 1912, the business was removed from Lakeville to 103 Belmont street, Brockton. Production increased so rapidly that night and day shifts were continually operated, and in order to secure additional manufacturing space the assets of the G. R. Finney Company were purchased on February 7, 1917, and these two plants continued to operate twenty-two hours a day until a modern factory was built, in 1922, with a railroad siding on the main line of the New York, New Haven & Hartford Railroad Company in the Montello district of Brockton.

While located in the very heart of the shoe production, no shoe tacks or nails are made by Geo. Baker & Sons, Inc., for that trade, the entire production going into the automobile, furniture, hardware, trunk, basket and shoe repair industries. The capacity of the concern is the second largest among twenty-five plants producing these lines.

It is interesting to note that while this factory is located in New England it is purchasing ninety per cent of its raw material in Ohio and Pennsylvania and on the bulk of the output sold in the middle west it successfully competes with tack factories of the district.

Edward C. Baker, treasurer of Geo. Baker & Sons, Inc., of Brockton, was born in Fairhaven, Massachusetts, March 24, 1882, a son of George and Angeline (Westgate) Baker, also natives of this state. He had attained the age of twenty-nine years when in 1911 he started in business in Whitman, Massachusetts, as a manufacturer of tacks, nails and staples,



GEO. BAKER & SONS, INC.
The start of the business in 1911, and the present plant

in which he has been continuously engaged through the intervening period of eighteen years. Geo. Baker & Sons, Inc., employ about one hundred people and their products go to all parts of America and to the foreign trade as well. The officers of the company are: George B. Baker, president; Herbert B. Baker, vice president; Edward C. Baker, treasurer and manager and Doris I. Baker, secretary.

JOHN W. SHEPERDSON

John W. Sheperdson, vice president of the Morgan Construction Company of Worcester, became identified with this corporation in 1916 in the capacity of an engineer of their staff; later became chief engineer and now is in a position of executive control. He was born August 21, 1879, and is a son of William Thomas and Margaret Sheperdson, both of whom were of English birth. He pursued his early education in preparatory schools and in the Leeds School of Engineering of Leeds, England. For three years he was employed at the Greenwood and Batley Machine Tool Works in Leeds and in 1901 came to the United States, where for four years he was chief engineer of the Mahoning Valley Railway Company in Youngstown, Ohio. Later he spent two years as engineer with the William Tod Company, engine builders of Youngstown, and through the subsequent seven-year period was with the Cambria Steel Company of Johnstown, Pennsylvania, first as steam engineer and afterward as superintendent of the Gautier Department, which included at that time twelve rolling mills. For two years Mr. Sheperdson was superintendent of the plant of the Central Iron and Steel Company of Harrisburg, Pennsylvania. In 1916 he came to the Morgan Construction Company of Worcester, who serve the steel industry as engineers and manufacturers of rolling mills, gas producers, wire drawing machinery and miscellaneous equipment. The Morgan Construction Company is a recognized leader in its particular line and by reason of his technical skill and practical experience, Mr. Sheperdson is contributing in substantial measure to the outstanding results attending this business.

In 1904 Mr. Sheperdson was united in marriage to Mary Harper Smith of Pittsburgh, Pennsylvania. They are the parents of two sons: Robert William, aged twenty-four years, and John Parry, a lad of nine years.

Mr. Sheperdson is a member of the American Society of Mechanical Engineers and of the Engineers Club of New York, The Youngstown Club of Youngstown, Ohio, The Worcester Club and the Tatnuck Country Club of Worcester, and is now serving on the senior council of the Lake Placid Club. He is also secretary of the Worcester County Sportsmanship Brotherhood, an organization of industrial men to foster better relations between England and the United States. This organization uses soccer, played by industrial teams of Worcester county, Massachusetts, with similar teams of Worcestershire, England, as a vehicle for interna-

tional contact. This movement is proving to be very much worth while in many important respects. Of English lineage and of American citizenship, Mr. Sheperdson's interest in both lands fits him to carry out the purposes behind the organization.

ERNEST BIGELOW FREEMAN

Ernest Bigelow Freeman, vice president and director of the B. F. Sturtevant Company of Boston, manufacturers of blowers, has been connected with this large industrial corporation for more than a quarter of a century. He was born in Worcester, July 12, 1877, a son of Andrew and Sally (Stowe) Freeman. His preliminary education was supplemented by a course in the Worcester English high school and subsequently by attendance at the Worcester Polytechnic Institute, from which he was graduated with the Bachelor of Science degree in 1901. His initial experience in the business world was gained as assistant to the chief engineer of the United States Rubber Company at Malden, Massachusetts, and next he became sales engineer in the service of the Green Fuel Economizer Company of Beacon, New York. Since 1904 he has been continuously associated with the B. F. Sturtevant Company of Boston, extensive manufacturers of ventilating fans, and in the official capacity of vice president his efforts have constituted an important factor in the steady expansion and success of the business. He is also a director of the Service Mutual Liability Insurance Company of Boston, director of the Airite Corporation of New York, director and vice president of the Aerofin Corporation of Newark, New Jersey, and director and vice president of the Cooling & Air Conditioning Corporation of New York city.

Mr. Freeman was married to Martha Knapp, a native of Attleboro, Massachusetts, born in 1893. There are four children, namely: Sally, Ruth, the wife of Horton Reed; Barbara, and Reed. The religious faith of the family is that of the Episcopal church. Mr. Freeman has membership in the Engineers Club of Boston, the University Club of Boston, the Brae Burn Country Club of Newton and the Cohasset Golf Club of Cohasset. He was president of Pi Iota Chapter of the Phi Gamma Delta society in 1900-1.

BENJAMIN STURTEVANT FOSS

Benjamin Sturtevant Foss, treasurer of the B. F. Sturtevant Company of Boston, with which he has been continuously identified during the past two decades, is thus active in control of an extensive industrial enterprise devoted to the manufacture of air handling apparatus, fans, blowers, heating and ventilating and other machinery. He was born at Jamaica

Plain, Boston, Massachusetts, October 9, 1886, a son of Eugene Noble and Lilla (Sturtevant) Foss. He was educated at the Volkmann school of Boston and Harvard College, from which he was graduated with the Bachelor of Arts degree in 1908, while in the following year the same institution conferred upon him the degree of Master of Arts. Since the beginning of his business career, January 1, 1910, he has been associated with the B. F. Sturtevant Company and subsidiaries, which he represents in the official capacity of treasurer, and to the success of which he has contributed in notable measure.

Mr. Foss has been twice married, first in 1911 to Miss Dorothy Chapman of San Francisco, Calif., second in 1927 to Miss Josephine Stevens, of Brookline, Massachusetts. Mr. Foss has two sons and two daughters, namely: Eugene Noble 2nd, Benjamin S., Jr., Dora Sherwood and Barbara.

During the period of the World war Mr. Foss was engaged in the manufacture of aircraft and airplane engines. He became one of the founders and directors of the Manufacturers Aircraft Association, which was the vehicle whereby the airplane patents were pooled for the benefit of the government aircraft program at the time of hostilities with Germany. He is a member of Loyalty Lodge, A. F. and A. M., Jamaica Plain, Massachusetts, and also member of the Harvard Clubs of New York and Boston, the University Club of Boston, the Brae Burn Country Club of Newton, the Cohasset Golf Club, the Pacific-Union Club of San Francisco and the Engineers Club of San Francisco.

ROBERT J. NELSON

Robert J. Nelson is a successful young representative of industrial interests in his adopted state as treasurer of the Arcade Malleable Iron Company of Worcester, the service of which corporation he entered in a clerical capacity about a decade ago. He was born in Branford, New Haven county, Connecticut, December 29, 1898, pursued his early education in a grammar school there and subsequently devoted two years to high school work. He gained his initial experience in the business world as an employe of the Malleable Iron Fittings Company in Branford and next obtained a position with the Beacon Falls Rubber Shoe Company of Beacon Falls, Connecticut. Then the United States entered the World war and for two years he saw military service, being regimental sergeant major with the Twenty-sixth Division in the One Hundred and Third Field Artillery.

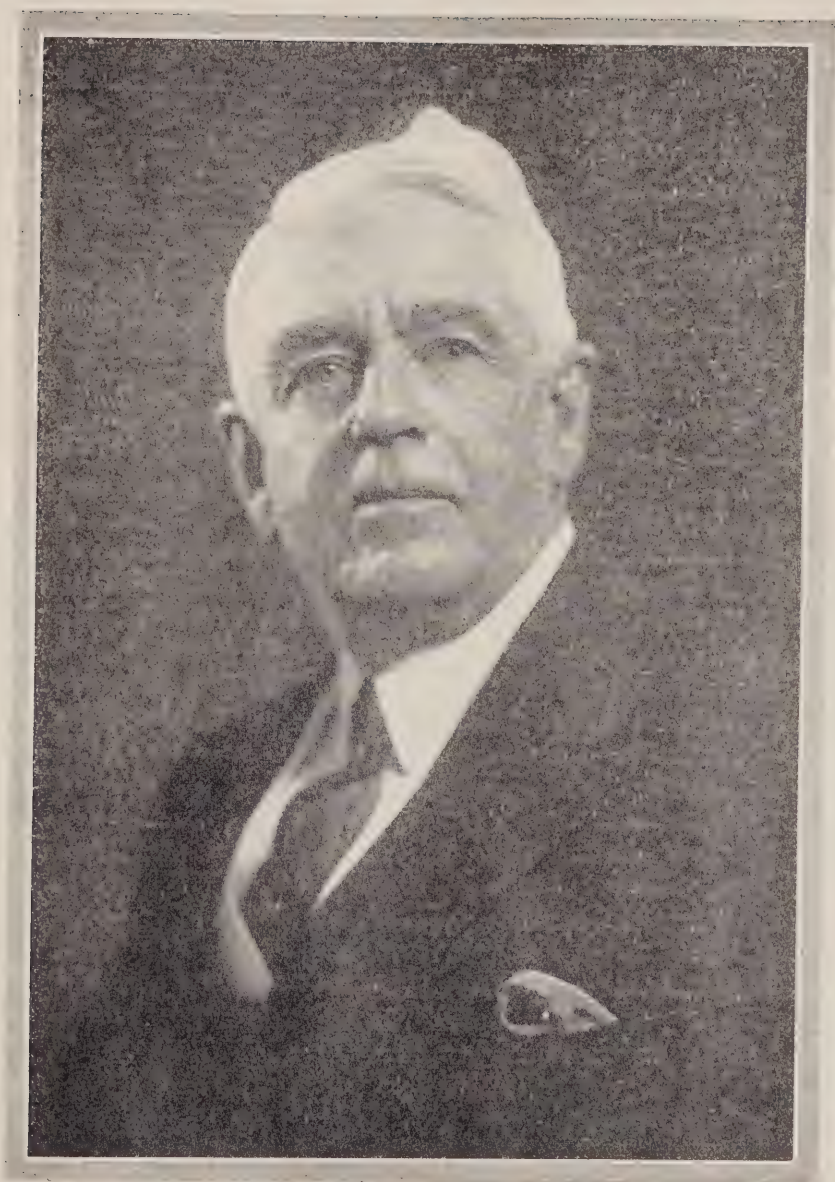
When the country no longer needed his aid Mr. Nelson resumed his work with the Beacon Falls Rubber Shoe Company but in May, 1920, left that concern to accept a clerkship in the office of the Arcade Malleable Iron Company of Worcester, Massachusetts, of which he was made assistant treasurer in 1924 and treasurer in the year following. This concern is

incorporated for five hundred thousand dollars and furnishes employment to three hundred workmen in the making of malleable iron castings. Mr. Nelson is thoroughly familiar with every phase of the business and in his official capacity has contributed materially to its continued growth and success. He is a worthy exemplar of the beneficent teachings and purposes of the Masonic fraternity, belonging to the Blue Lodge at Branford, Connecticut.

HERBERT E. CARLTON

As president of the Carlton Engraving Company of Worcester, which he organized in 1908, Herbert E. Carlton is in control of one of the best plants in New England devoted to the making of engraving plates and half-tones. His birth occurred in Newark, New Jersey, September 21, 1859, his parents being Luther and Elizabeth (Gilmore) Carlton, the former a native of Townsend, Massachusetts, while the latter was born at Fitzwilliam, New Hampshire. Luther Carlton was a stationary engineer.

Herbert E. Carlton pursued his education in the grammar and high schools of Gardner, Massachusetts, and subsequently became a student in the State Normal Art School of Boston, from which he was graduated in 1879. He then entered the service of the Lithotype Publishing Company of Gardner, having charge of their art work until 1886, while during the succeeding four years he was in charge of the cane-cutting department of the Conant & Bush Chair Company. In 1890 he associated himself with the Art Printing Company in the capacity of superintendent but three years later resigned this position to embark in business on his own account in Gardner, Massachusetts, specializing on gelatine printing under the name of the H. E. Carlton Company. The offices of many eastern manufacturers were adorned with splendid birds-eye view reproductions of factory plants, testifying to Mr. Carlton's skill as a maker of gelatine plates. In 1902 he merged his interests with those of the Woodbury Company, which conducted a similar enterprise in Worcester, and the business was continued under the style of the Woodbury-Carlton Company until 1908, when Mr. Carlton withdrew. The same year he organized the Carlton Engraving Company, of which he has remained at the head throughout the intervening period of more than two decades, operating one of the best plants in New England for the making of engraving plates and half-tones. The company also does commercial engraving, and many well known posters in color are the products of its shops. Mr. Carlton's high standing among representatives of the engraving art is indicated in the fact that he is now president of the New England Photo Engravers Association. He is also a past president of the Employers Association of Central Massachusetts and occupies the vice presidency of the McDonald Flour Company of Springfield, Massachusetts. He is largely responsible



HERBERT E. CARLTON

for the success of the Russell Manufacturing Company of Leicester, Massachusetts.

On the 5th of April, 1882, Mr. Carlton was united in marriage to Isabelle Hassam, of Northfield, Vermont. They are the parents of two daughters: Louise E., who was educated in the Worcester high school and in Mount Holyoke College; and Blanche M., the wife of Henry R. Godfrey, of Gardner, Massachusetts, who is successor to one of the oldest harness and leather firms in New England.

Mr. Carlton became a charter member of the Kiwanis Club and the Carlton Engraving Company is on the membership roll of the Lions Club, the Advertising Club, the Graphic Arts Club, the Exchange Club and the Chamber of Commerce. Mr. Carlton's many friends attest his sterling personal characteristics, and the success which has crowned his business career stands as incontrovertible evidence of marked skill in his chosen field of endeavor.

HARRY R. SINCLAIR

Nearly a quarter of a century ago Harry R. Sinclair purchased an interest in the business now known as the Worcester Stamped Metal Company, of which he has been president since its incorporation in 1916. He was born in Worcester, Massachusetts, August 31, 1872, a son of John E. Sinclair, who for many years was professor of mathematics at the Worcester Polytechnic Institute. Following the completion of a high school course in his native city, Harry R. Sinclair entered the Worcester Polytechnic Institute, from which he was graduated in 1893. His initial experience in the business world was gained during a year's service with the Builders Iron Foundry of Providence, Rhode Island, after which he became manager of the Lowell Wrench Company of Worcester, which he thus represented until 1900. In that year he organized the Sinclair Heating Company but in 1906 sold the business and purchased the interest of the junior partner in the firm of Wilson & Smith, a Worcester concern engaged in the manufacture of metal stampings. The name of the enterprise was changed to the W. & S. Manufacturing Company and Mr. Sinclair became its sole owner in 1910. Six years later the business was incorporated as the Worcester Stamped Metal Company, of which Mr. Sinclair has been the executive head to the present time. A history of the business is given on another page of this work in connection with the biography of Frank E. Billings, treasurer and general manager of the company. They have the equipment, organization, knowledge and skill for economically producing large quantity lots of duplicate stamped metal parts special to their customers' design. Their ability to successfully fulfill difficult stamping requirements has brought them the patronage of many of America's foremost firms. Mr. Sinclair is also a trustee of the

Lowell Wrench Company and enjoys an enviable reputation among the leading manufacturers of his native city.

On the 28th of June, 1906, Mr. Sinclair married Miss Florence Eastman. Keenly interested in civic affairs, he is a member of the Worcester Safety Council and the Chamber of Commerce, and in social circles he has become widely known as a member of the Worcester Club, the Worcester Country Club and the Tatnuck Country Club. He finds pleasurable recreation in a game on the links and is also fond of reading and travel. His church is the Union Congregational and his life measures up to high standards in every relation.

FRANK ERNEST BILLINGS

Frank Ernest Billings, treasurer and general manager of the Worcester Stamped Metal Company since 1916, has had long and varied experience in this special field of manufacture and has attained well merited success therein. He was born at Bellows Falls, Vermont, October 31, 1881, a son of Charles Sumner and Helen Luella (Dennis) Billings. His education was acquired as a grammar school pupil at West Springfield, and Worcester, Massachusetts, and as a high school student in Worcester. After putting aside his textbooks he spent a year in the assembly room and pistol shop of the Harrington & Richardson Arms Company in Worcester and next entered the employ of the Logan, Swift & Brigham Envelope Company here, being in charge of the clasp department when he left the latter concern at the end of two and one-half years. Then he became an apprentice machinist with the Reed & Curtis Manufacturing Company, in the service of which he continued for eight years, learning the trades of machinist and tool maker. During three years of that period he attended evening classes at the drawing school conducted by the Worcester County Mechanics Association. On leaving the Reed & Curtis Manufacturing Company he became a tool maker in the employ of the Matthews Manufacturing Company of Worcester, with which he remained for six years, spending a great deal of his time in experimental stamping work and tool designing. It was in February, 1912, that he became superintendent of the W. & S. Manufacturing Company, of which Harry R. Sinclair was proprietor and which was the predecessor of the Worcester Stamped Metal Company.

The story of this concern has been interestingly told in "Industry," from which we quote: "Power presses have been operating in Worcester for over one hundred years, and on no small scale. Witness the fact that a Worcester manufacturer, advertising in the 'Massachusetts Spy,' August 5, 1829, offered to make washers of the best quality of any size up to 2½ inches. He went further than that and defied competition in no uncertain terms, as follows: 'We are determined not to be undersold by any opposition establishment.' This proves that competition was the life of trade

in the stamping business even in those days before a single mile of railroad had been built in Massachusetts. Today Worcester continues to boast, among her metal stamping concerns, firms well abreast of today's stirring times. Their prudent and discriminating managements, by use of up-to-date machinery and equipment, and by employment of skilled and competent workmen, have achieved a low overhead. This places them in a strong position so that they still defy 'opposition establishments' in the manufacture of accurate, difficult, high grade, special stampings.

"In 1883 J. Fred Wilson, a graduate of the Worcester Polytechnic Institute, started the metal stamping business, now the Worcester Stamped Metal Company. Taking a partner a few years later, the firm of Wilson & Smith soon had a countrywide reputation for the quality of their special washers, nuts, and flat stampings. In 1906 Harry R. Sinclair bought Mr. Smith's interests, and the name was changed to the W. & S. Manufacturing Company. In 1910 he bought the remaining interests, and became the sole owner of the business. Harold O. McCauley became purchasing agent. In 1912 Frank E. Billings came into the business, and under his supervision the manufacture of deep drawn work and difficult stamped parts in all metals was begun. In 1916 the business was incorporated as the Worcester Stamped Metal Company with a capital of one hundred and fifty thousand dollars. The officers are: Harry R. Sinclair, president; Frank E. Billings, treasurer and general manager; Harold O. McCauley, secretary and purchasing agent.

"The plant, which is thoroughly protected by a sprinkler system, has been thrice extended, new and heavier machinery added steadily, and in order to safeguard continuous production a separate, fireproof, steel annealing house was built. The press shop, tool, die making, and annealing facilities are up to the minute and equal to the demands of a steady increase in the volume of business. The presses, mostly special, with an unusual range of stroke and tool space, have capacities from the lightest up to four hundred tons. Deep drawn stampings are made in any metal and from stock up to five-sixteenths inch in thickness. The variety of work done is amazingly diversified, and includes special stamped parts for the manufacturers of: automobiles; motor trucks—transmission and motors; tractors; automobile accessories—horns, magnetos, starters, speedometers, clocks; oil engines; steam engines and turbines; marine and airplane engines; steam pumps, gas and oil pumps; electric motors; armatures; drills, appliances, and soldering irons; radios; machinery for metal working—lathes, drills, grinders; wood-working; textile; leather; package sealing; pulverizing; envelopes; vending; washing; fire fighting apparatus; automatic sprinklers; glass; and dairy machines; parts for air brakes, ball bearings, bath-room fixtures and house appliances; bicycles, motorcycles, velocipedes, clothes dryers, clutches, furniture, garden implements, chain links, conveyors, gear blanks, medical, surgical, dental equipment, and sterilizers, show cases, sporting goods, skate rolls, skylights and sidewalk lights, stoves, toys, trunks, typewriters, vacuum cleaners, wrenches, and tools."

When Mr. Billings became superintendent in 1912, the employes numbered only thirteen and the equipment included but two presses. Today one hundred and forty men are furnished employment and seventy modern presses are utilized in the manufacture of light and heavy stampings. During the period of the world conflict the Worcester Stamped Metal Company devoted its plant entirely to war work, manufacturing Booster casings and other gas shell parts and also turning out about ten million heel plates for the army.

On the 26th of October, 1904, in Worcester, Mr. Billings was united in marriage to Jennie S. Lobben, of Worcester. They are the parents of a daughter and a son, namely: Mildred Adaline, born September 5, 1905, who was graduated from Skidmore College of Saratoga Springs, New York, in June, 1928, and is now secretary in the hygiene department at Wellesley College; and Wayne Ernest, who was born July 9, 1910, and is a graduate of Worcester Academy.

Mr. Billings made a commendable record as president of the Worcester Kiwanis Club in 1922. He also has membership in the Economic Club, the Shrewsbury Club and the Worcester Country Club and is a deacon in the First Church of Christ, in which he formerly served as chairman of the board. Moreover, he is a director of the Young Men's Christian Association, a trustee of the Odd Fellows Home and president of the Odd Fellows Charitable Organization. A veteran Odd Fellow, Mr. Billings held the office of noble grand of Anchoria Lodge in 1908, was chief patriarch of Mount Vernon Encampment in 1911, grand patriarch of the Grand Encampment of Massachusetts in 1925 and served as representative to the sovereign body of Odd Fellows in 1926. In Masonry he has attained the thirty-second degree of the Scottish Rite and has crossed the sands of the desert with the Nobles of Aleppo Temple of the Mystic Shrine. His recreative interests are found in his love for flowers and his keen enjoyment of a game of golf.

JULES P. PETITMERMET.

The textile industries of the country have largely centered in New England, and Massachusetts is particularly prominent as the center of the spun silk manufacturing trade of the United States. In this field Jules P. Petitmermet has directed his efforts, being now treasurer of the New England Spun Silk Corporation, with plants at Newton Upper Falls and Brighton. A native of Switzerland, he was born at Chaux-de-Fonds on the 25th of July, 1880, and there pursued a public school education, which was later supplemented by study in the polytechnic institute. He became a mechanical engineer and was employed in a spun silk manufacturing plant in France. He grew up with the business, constantly becoming more and more efficient and thereby winning promotions until eventually he was selected by the stockholders of the New England Spun



JULES P. PETITMERMET

Silk Corporation to organize their mills, which were purchased in 1920 and cover seven and one-half acres of floor space. The one at Newton Upper Falls was first organized and operated, it already having been a spun silk mill, while the one at Brighton was formerly a cordage mill. Coming to the new world, Mr. Petitmermet took charge of the plants and new and modern machinery was installed. At the Newton mills the fibre is submitted to the preliminary operations of boiling and dressing, and at the Brighton mills the spinning and finishing operations are carried out. The mills are supplied with thoroughly modern equipment and this has become one of the important industrial enterprises of eastern Massachusetts. Each year has shown a marked increase in the development of trade relations, and the product of the plants is now largely sold in the eastern section of the country.

In 1907 Mr. Petitmermet was married to Miss Frida Keller, and they have two children, Charlotte and Paul. The parents hold membership in the First Congregational church at Newton Center and Mr. Petitmermet divides his time between his home and his business, finding his greatest happiness in the former association and at the same time taking keen enjoyment in the mastery of those problems which continually arise in connection with the conduct of any important business concern.

FREDERICK ARTHUR FLATHER

For a quarter of a century Frederick Arthur Flather has been officially identified with one of the leading cotton goods manufacturing enterprises of New England as treasurer of the Boott Mills of Lowell, Massachusetts, with Boston office at 79 Milk street. A native of Nashua, New Hampshire, he was born March 21, 1867, his parents being Joseph and Caroline Drusilla (Drake) Flather. He began his education in the public schools of his native city and subsequently pursued a business course in the Bryant & Stratton Commercial College of Boston, while later he attended the Lowell Textile Institute and also studied mechanical drawing in a night school. When a youth of sixteen he became an apprentice in the shops of Flather & Company, manufacturers of engine lathes in Nashua, New Hampshire, and during the four years of his connection with that concern, from 1883 until 1887, he served successively as machinist, draughtsman and foreman. Through the ensuing five years he was successively employed as draughtsman, assistant superintendent and superintendent at the Pettee Machine Works, manufacturers of cotton machinery at Newton, Massachusetts, while from 1893 until 1901 he was mechanical engineer, assistant superintendent and department manager in the Lowell Machine Shop, now known as the Saco-Lowell Shops, manufacturers of cotton worsted machinery. He served the McCormick Harvesting Machine Company of Chicago in the capacity of superintendent in 1901-2 and from 1903 until 1905 was manager of works for the International Harvester

Company. In the spring of 1905 he became treasurer and manager of the Boott Mills of Lowell, in which official connection he has since contributed materially to this mammoth industrial enterprise. He is a director of the Boott Mills, the Stony Brook Railroad, the American Mutual Liability Insurance Company and the Merchants National Bank of Boston, is vice president and a trustee of the Mechanics Savings Bank of Lowell, president of the Proprietors of Locks & Canals on the Merrimac river in Lowell, Massachusetts, president of the Merrimack Utilization Company, president of the Lowell Industrial Development Company and chairman of the Lowell Hospital Association. He has long enjoyed an enviable and well merited reputation as a man of marked executive ability and of keen sagacity in business affairs, and his cooperation is accounted a valuable asset in the successful control of the various corporations with which he is connected as officer or director.

On the 27th of April, 1898, in Lowell, Massachusetts, Mr. Flather was united in marriage to Miss Alice Poor Rogers, a native of Lowell, born May 22, 1876. By a former marriage to Mary Sutherland Prichard, who died in 1892, Mr. Flather had one daughter, Mary Drusilla, now the wife of George Courtenay Riley. By the second union there are two sons: John Rogers, who married Elizabeth Newell; and Frederick Flather (called Junior), who married Edith Charles.

A public-spirited, enterprising and progressive citizen, Mr. Flather has exerted his influence in behalf of all movements and measures looking toward community advancement. He did effective service on the war labor board in the Lowell district and he is a trustee of the Lowell Textile Institute, the Lowell Young Men's Christian Association and the Lowell Young Women's Christian Association. His religious faith is that of the Congregational denomination, while fraternally he is affiliated with Kilwinning Lodge, A. F. & A. M., of Lowell. Along more strictly social lines he has membership connection with the Union League Club of New York, the Eastern Yacht Club of Marblehead, the Exchange Club of Boston, the Algonquin Club of Boston, the University Club of Boston, the Yorick Club of Lowell and the Vesper Country Club of Lowell.

GEORGE M. ORR

The Worcester Bleach & Dye Works Company of Worcester has an excellent corps of officials who are directing the operations and promoting the success of this enterprise. One of these is George M. Orr, who is filling the office of treasurer. The city numbers him among her native sons. He was born April 30, 1886, of the marriage of James E. and Florentine (Mason) Orr. His father, who was president and treasurer of the Worcester Bleach & Dye Works, with which he was associated for forty years, died March 13, 1920, at the age of fifty-seven years, leaving a widow and two daughters besides George M., who, after acquiring his

public school training, entered the Lawrenceville (New Jersey) Preparatory School, and later became a student at Harvard University, which conferred upon him the A. B. degree in 1908. He then became associated in business with his father in the Worcester Bleach & Dye Works Company, which he has since served in various capacities, thus gaining a practical working knowledge of the industry. He has done considerable experimental and chemical work and has evolved new processes and methods of much value to the organization. He was superintendent of the plant until 1913 and upon his father's death in 1920 was made treasurer and still continues to direct the financial policy of the corporation. This company is engaged in bleaching, dyeing and glazing cotton yarns, sewing thread and rayon, and through the passing years the business has shown a steady growth until employment is now furnished to about two hundred men and women.

On the 2d of June, 1909, Mr. Orr was married to Miss Isabel Meacham, of Brooklyn, New York, and they have become the parents of four children: Isabel, nineteen years of age, who is a graduate of the Bancroft school, the Burnham school of Northampton and is now attending Smith College; Janet, a young girl of seventeen, who was graduated from the Bancroft school in June, 1929, and will enter Smith College in the fall; and Grace and Carroll, aged respectively thirteen and nine years, both pupils in the public schools of Worcester.

Mr. Orr has seen service with the Massachusetts National Guard, and he is also well known in club circles, belonging to the Worcester and Tatnuck Country Clubs and to the Harvard Clubs of Boston, Worcester and New York city, so that he keeps in close touch with his fellow alumni. In business he has never dissipated his energies over a broad field but has concentrated along a single line, and this thoroughness of purpose, combined with executive ability and a comprehensive understanding of the scientific principles underlying his work, constitutes the basis of his advancement and prosperity.

EDWIN N. BARTLETT

Edwin N. Bartlett, president and treasurer of the Edwin Bartlett Company of North Oxford, was born May 7, 1872, in Oxford, Massachusetts, a son of Edwin and Sarah (Eddy) Bartlett, both natives of Webster, this state. In 1859 his father removed to Oxford, where in 1880 he organized the Edwin Bartlett Company, manufacturers of cotton warps and yarns, and continued active in this business to the time of his death, which occurred in 1916. Not only was he an outstanding figure in connection with the manufacturing interests of this part of the state but was also prominent as a moulder of public thought and opinion and in 1899 became a member of the state legislature.

Edwin N. Bartlett attended the public schools of his native city and

continued his education in Leicester Academy. Throughout his entire life he has continued in the line of business which he entered on leaving school, at which time he became an assistant to his father, and upon the latter's death took over the business, being president and treasurer of the Edwin Bartlett Company. The plant is situated in North Oxford and employment is given to about one hundred operatives. Long experience on the part of Mr. Bartlett has resulted in the careful management and wise direction of the operations of the company, and at all times he keeps in close touch with the needs and opportunities of the trade. He is president and a director of the Industrial Insurance Company and is also a director of the Worcester Bank & Trust Company.

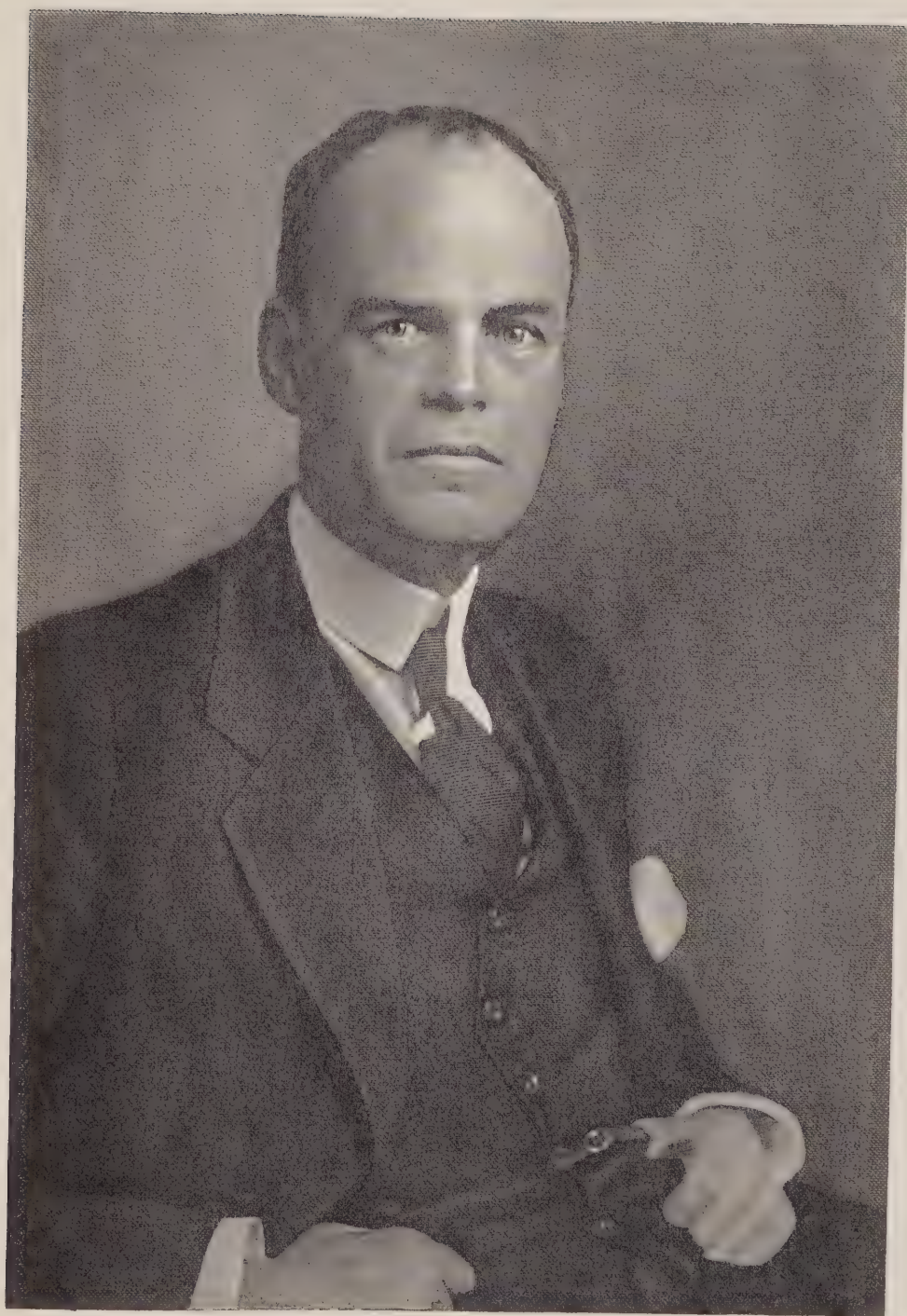
Like his father, Mr. Bartlett has ever recognized the duties and obligations as well as the privileges of citizenship and has taken an active part in public affairs. He has served as a selectman, as a member of the school committee and as a member of the finance committee of the town of Oxford. During 1927-28 he represented his district in the general assembly of Massachusetts, proving a capable legislator whose first interest was the welfare of his constituents and the promotion of civic standards.

On the 6th of October, 1897, Mr. Bartlett was married to Miss Grace L. Davidson, of Leicester, Massachusetts, and they have become the parents of a son and two daughters. Edwin, twenty-seven years of age, attended the Oxford public schools and the Hotchkiss Preparatory School, afterward entering Princeton University, from which he was graduated in 1925. For three years he has studied music in Italy and at his debut in the fall of 1929 won great honors. Marcia has become the wife of Elliott W. Denault, of Newton Center, a suburb of Boston; and Sarah, who was graduated from Miss Capon's School of Northampton, Massachusetts, is now Mrs. Richard C. Page.

Mr. Bartlett belongs to the Baptist church and also has membership in the Worcester Club and the Tatnuck Country Club. He makes fishing his chief source of recreation and when leisure permits turns to the streams and ponds to indulge in his favorite sport.

GEORGE S. BARTON

George S. Barton figures prominently in industrial circles of the Bay state as president and treasurer of Rice, Barton & Fales, Inc., manufacturers of paper-making machinery at Worcester, where five hundred workmen are employed to meet the demands of the extensive business which has been built up in this connection. He is a native son of Worcester, Massachusetts, born November 4, 1881, and was a youth of seventeen when in 1899 he left St. Mark's School of Southboro to enter Harvard University at Cambridge, from which he was graduated in 1903. The business success which he has since won is indicated in his position



Ross James Barton -

as head of a large corporation which owes its steady expansion in considerable degree to his wise and capable direction. Mr. Barton lives for the greater part of the year on his large farm outside of Worcester and is much interested in thoroughbred cattle.

In Worcester, in 1906, Mr. Barton was united in marriage to Elizabeth Trumbull Lincoln and their children are seven in number, namely: Janet, who was born July 27, 1907, and is now the wife of Charles Hill Morgan; George Sumner, born March 31, 1910; Charles Sumner, October 9, 1912; Trumbull, August 8, 1917; Peter, November 20, 1921; John, November 21, 1922; and Elizabeth, born June 8, 1926.

Mr. Barton belongs to the various bodies of Masonry and manifests an active interest in the work of the order. He has taken the degrees of the York Rite, has also attained the thirty-second degree of the Scottish Rite. He was master of his blue lodge for two years. His religious faith is indicated by his membership in All Saints Episcopal church, in which he is warden. A modest, unassuming man, Mr. Barton has not sought public honors such as his position in the community might easily bring. The welfare of his family is his principal concern and for recreation he turns to travel, making an annual trip abroad with Mrs. Barton.

NATHANIEL STEVENS

For fifty-four years Nathaniel Stevens has been connected with woolen manufacturing and is now president of the M. T. Stevens & Sons Company of North Andover, having filled this position of executive control since 1900. He was born here September 11, 1857, a son of Moses T. and Charlotte E. (Osgood) Stevens. He pursued his education in the Phillips Academy at Andover, Massachusetts, and was a youth of nineteen years when he became identified with woolen manufacturing. His early experience made him thoroughly familiar with all of the details of the business and he steadily progressed until he became part owner of the business conducted under the name of M. T. Stevens & Sons. He remained a partner in the enterprise from 1886 until 1900, when the company was incorporated and he became president, since serving in that capacity. His long experience enables him to speak with authority upon many subjects relative to woolen manufacturing and his activities have always been an element in the material development and substantial progress of the state.

Aside from his connection with the M. T. Stevens & Sons Company he is president and a director of the Andover National Bank, a director of the Arkwright Mutual Fire Insurance Company, a director of the Boston Safe Deposit & Trust Company, a director of the First National Bank of Boston, vice president of the National Association of Wool Manufacturers, president and a director of the Stevens Linen Works and a director of the Wool Institute. His political endorsement is given to the republican

party but he has never been an office seeker, preferring to concentrate his energies and attention upon his manifold and growing business interests. He is a member of the Union Club of Boston.

On the 25th of March, 1885, Mr. Stevens was united in marriage to Miss Elizabeth Priscilla White, daughter of James Davis White, a native of Haverhill, Massachusetts.

FRED EASON RITCHIE

Fred Eason Ritchie is a successful representative of industrial interests in his native state as president and treasurer of the Lamb & Ritchie Company, manufacturers of sheet metal products in Cambridge, with which business he has been continuously identified since attaining his majority. He was born in Chelsea, Massachusetts, July 8, 1881, a son of David Alexander and Emma (Shore) Ritchie, and in his youth pursued a grammar and high school education. It was about 1902 that he began the manufacture of sheet metal products and in this field of activity he has continued to the present time, developing an extensive and important enterprise as president and treasurer of the Lamb & Ritchie Company of Cambridge. He is also a director of the Central Trust Company and has become widely recognized as a man of marked business and executive ability.

On the 4th of November, 1914, in Brookline, Massachusetts, Mr. Ritchie was united in marriage to Evelyn Coon, who was born at Roxbury, this state, January 9, 1893. They are the parents of a daughter and a son, Barbara M. and David A. Ritchie (II). The mother is a member of the Fortnightly Club, the Winchester Country Club and the Republican Club, while Mr. Ritchie belongs to the Boston City Club, the Calumet Club of Winchester, the Winchester Country Club and the Duxbury Yacht Club. In religious belief he is a Unitarian. His worth as a man and a citizen is widely acknowledged, for he measures up to high standards in both connections.

SLEEPER & HARTLEY, INC.

The present business was begun by Frank Henry Sleeper, during the latter part of 1911. He undertook, under his own name, the designing and building of spring making machinery for the trade, and of automatic wire working machinery in general.

In 1912 the first Universal Spring Coiling Machine appeared, in the No. 2 size, and was soon followed by others. In this year also appeared a Spring Setting Machine, of the vertical dial type. This was, in 1913, superseded by the present type of horizontal setter. In this year also

appeared the first Torsion Spring Winding Machine, in the No. 2 size. During the same year a number of other special coiling machines and wire forming machines were designed and built, among the latter being one of the largest wire forming machines ever built. This was an automatic for making fencing droppers from $\frac{1}{4}$ " tempered wire. The machine occupied a floor space of about twenty-five by twelve feet, and weighed about eighteen thousand pounds. This Fencing Dropper Machine was disassembled and shipped to Australia, where it is still operating to the customer's satisfaction.

In January, 1913, Mr. Sleeper entered into partnership with George D. Hartley, under the firm name of Sleeper & Hartley, and the office was removed to the top floor of No. 98 Beacon street, Worcester.

During 1913-14 many new machines were designed and built, including Flexible Tube Coiling Machines; Music Wire Straightening and Bundling Machines; Furniture Spring Coiling Machines; and Tungsten Filament Coiling Machines. The list also includes a Double Body Torsion Spring Machine, and a Bed Link Fabric Machine, which produced the fabric in completed, linked chains; Wire Pointing Machines and Ring Coiling Machines; a Bed Tie Wire Machine which produced a 10-crimp wire, seven or eight feet long, at a speed of 60 per minute; a Magazine Feed Wire Forming Machine for making concrete reinforcing forms; a high speed Wire Straightening and Cutting Machine which produced straightened and cut wires at a speed of 400 feet per minute; Special Spring Coiling Machines, especially adapted for small springs; a line of Spring Hooking Machines, handling wire up to $\frac{1}{2}$ " diameter; Rectangular Spring Coiling Machine; Flexible Shaft Coiling Machines.

In January, 1915, the partnership of Sleeper & Hartley was changed into a joint stock company, under the name of Sleeper & Hartley, Inc., and the office removed to the first floor at No. 98 Beacon street, where a small shop was equipped, mainly for experimental and assembling work. During this year the new line of equipment for making lock washers was developed, and the first Spring Grinding Machine was constructed. In this year also the Flexible Casing Coilers were produced, for the production of casing known as the "Almond", in great quantity, for the automobile trade.

In December, 1915, the office and plant was removed to the first floor at No. 68 Prescott street, a considerable amount of equipment being bought, including part of the shop equipment of the Union Machine Company, which retired from business at that time. In June, 1916, the plant was expanded into the basement floor at 68 Prescott street.

During the years from 1915 to 1919 a very considerable body of new wire working equipment was designed and built, including Wire Cabling Machines; Can Key Machines; Spooling and Bundling Machines; Nail Machines; Furniture Spring Knotting Machines; Furniture Spring Setting Machines. This list also includes Paper Clip Machines; Nail Die Grinding Machines; Rolling Mills, Wire Reels; Swaging Machines; Staple Machines; Triangular Spring Winding Machines, etc. During this period

there was also developed an entirely new type of Universal Milling Machine.

A great deal of special machinery was also designed and built for the various war departments of the Allied governments. Among these might be mentioned two semi-automatic machines for making wire entanglement stakes, which were designed and built and shipped in a period of twenty-six days. In the latter part of 1919 the present factory on Chandler street was built and occupied.

During the next five years many new machines were produced, such as Armoring Machines of all types, for wires, cables, hose; Progressive Upholstery Spring Machines, which take the wire from the bundle, coil, cut, knot and set the springs in continuous operations. A considerable body of auxiliary machinery was also gotten out, together with a great many new spring making machines of all types.

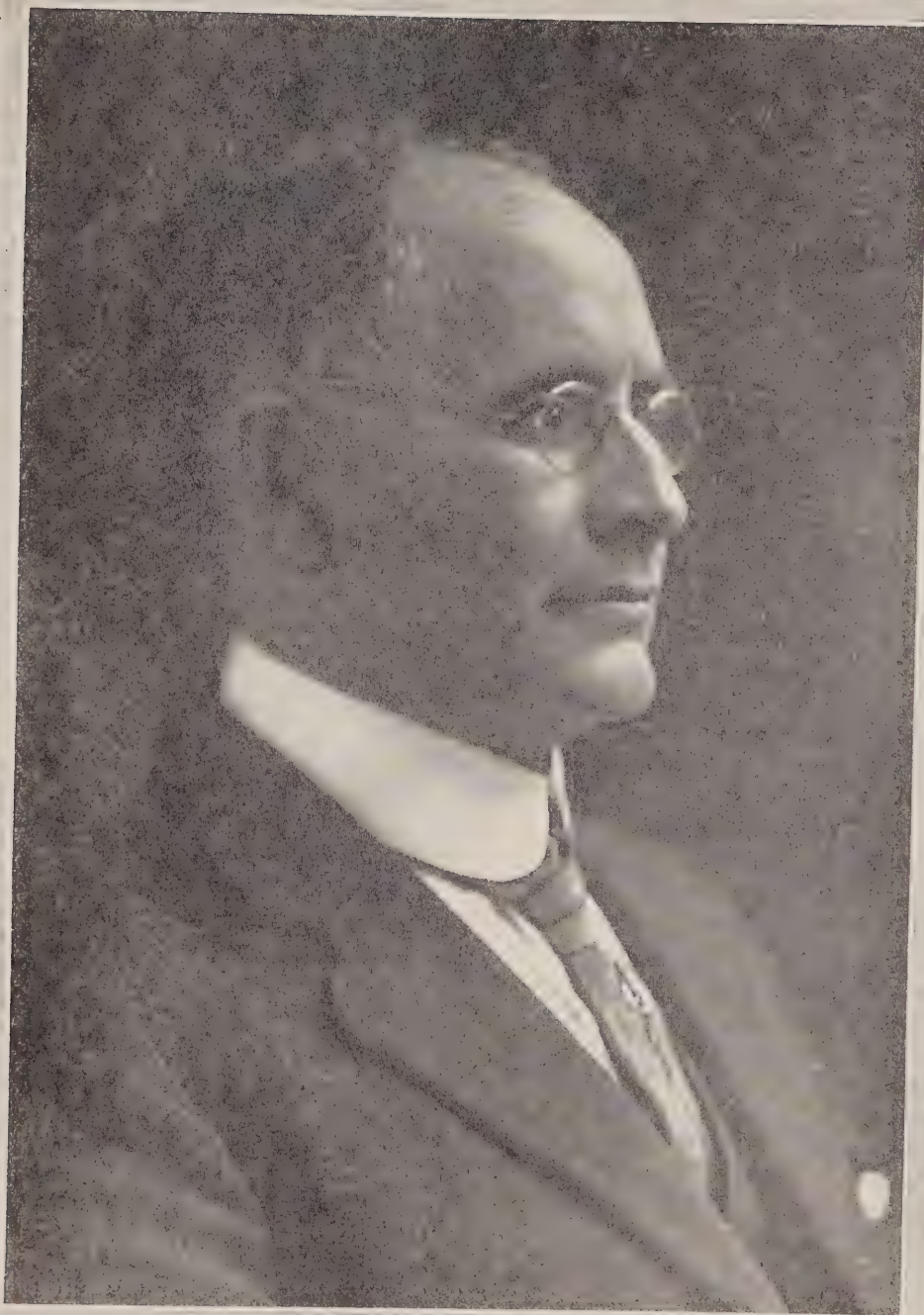
In 1924 was brought out the Continuous Wire Drawing Machine with expansible pulleys, together with a line of intermediate and fine wire continuous wire drawing machines; rotary lock washer machines, which entirely displaced the old types of machines for making spring washers, and many other special machines. In 1925 the line of spring and wire coiling machines formerly made by the Garvin Company of New York was purchased and taken over, and in 1926, a similar line, made by the American Can Company, of Chicago, was taken over.

During the last few years a wide line of wire mill equipment was developed, including patenting furnace take-ups; all styles of wire drawing machines; galvanizing and tinning frames, etc. An entirely new line of Upholstery Spring Machinery was also developed. In 1928 the present building at 335 Chandler street was enlarged, practically doubling the floor space.

The company controls patent rights covering Armoring Machines; Universal Coiling Machines of a new type; Wire Drawing Machines of the non-slip type; Torsion Spring Machines; Flexible Shaft Cabling Machines; Flexible Casing Coilers, Wire Straightening and Cutting Machines; Wire Forming Machinery; Nail Machines; Stranding Machines; Tube Coiling and Concrete Reinforcing Machines; Tungsten Filament Coiling Machines; Spring Hooking Machines; Wire Reels; Spring Grinding Machines; Tube Straightening Machines; Helical Spring Machines; Cutting and Hooking Machines.

FRANK HENRY SLEEPER

Frank Henry Sleeper, president of Sleeper & Hartley, Inc., of Worcester, a corporation engaged in the manufacture of spring making and wire forming machinery, enjoys merited fame as an inventor. He was born in Coaticook, Quebec, Canada, November 26, 1862, a son of Wright and Philanda (Cole) Sleeper, and was there reared and educated. After



FRANK H. SLEEPER

his graduation from Coaticook Academy he learned the trade followed by his father, who was a machine builder, and made rapid progress, so that at an early age he began his career as a contracting engineer. Since that time he had been engaged in the designing and building of special machinery, as well as electrical and steam engineering. For many years he confined his business to Canada, but his reputation as an inventor and builder extended far beyond the limits of the Dominion, and in 1907 his services were solicited by the Morgan Spring Company, of Worcester, Massachusetts. Mr. Sleeper accepted their offer and was engineer for the company for four years, or until 1911, when he embarked in business under his own name. He is president of Sleeper & Hartley, Inc., and spends but a short time each year in Worcester, residing for the winter months in St. Petersburg, Florida, where he owns a beautiful home, and the remainder of the year at his summer home on Lake Massawippi in the Province of Quebec, Canada.

During his active working years Mr. Sleeper has invented, designed and built approximately five hundred different successful machines. The boldness and originality of his conceptions is only equalled by the remarkable perfection of the mechanical details. In every field entered he has produced new types of improved machinery, marking radical advances upon anything previously done. In the early '90s he was a pioneer on the development of electrical apparatus, including continuous current generators and motors with fields wound in series, shunt and compound. He achieved the almost unbelievable in producing a series-wound constant-potential generator. In 1891 he built what was probably the first self-starting, single-phase, alternating current motor made in Canada, and also designed both alternating current generators and motors of an induction type. Other electrical inventions include a great variety of transformers and automatic voltage regulators for three-wire systems and for industrial generators subject to fluctuations of speed. He was the inventor of several lifting jacks, among them the jack so well known under the name of the "Norton Jack." In the field of machine tools he built new types of engine lathes, upright drills, punches and shears, and presses; in the typographical field he invented and built printing presses, paper cutters, etc. The rotary steam engines which he invented and built were remarkable for their high speeds and steam economy; other inventions in this line also include condensers and rotary pumps, but the field in which he will be remembered longest is that of special automatic wire forming machinery. Here his inventions include a very large number of special wire forming machines, wire rolling machinery of many kinds, spring coiling and spring winding machinery, spring setting, spring grinding and spring hooking machinery. It is impossible to enumerate these machines in detail but mention should be made of the remarkable Flexible Metallic Tube Coiling Machines; the equally remarkable Tungsten Filament Coiling Machines for producing Tungsten filaments of the coiled type used in incandescent lamps, which last machine proved to be the keystone in the nitrogen lamp industry; and a new type of noiseless wire

nail machine. To this list should be added machines for armoring BX and Parkway Cable, staple machines, swagers for screw wire, and continuous wire drawing machinery.

On December 3d, 1883, Mr. Sleeper was married in Coaticook, Canada, to Miss Lilla Anne Hopkinson. They are the parents of three daughters: Lotta Frances, the wife of William H. Blount, sales engineer of Sleeper & Hartley, Inc.; Ethel May, the wife of Raymond Russell, an insurance man of Worcester; and Verna Lilla, the wife of William H. Welch.

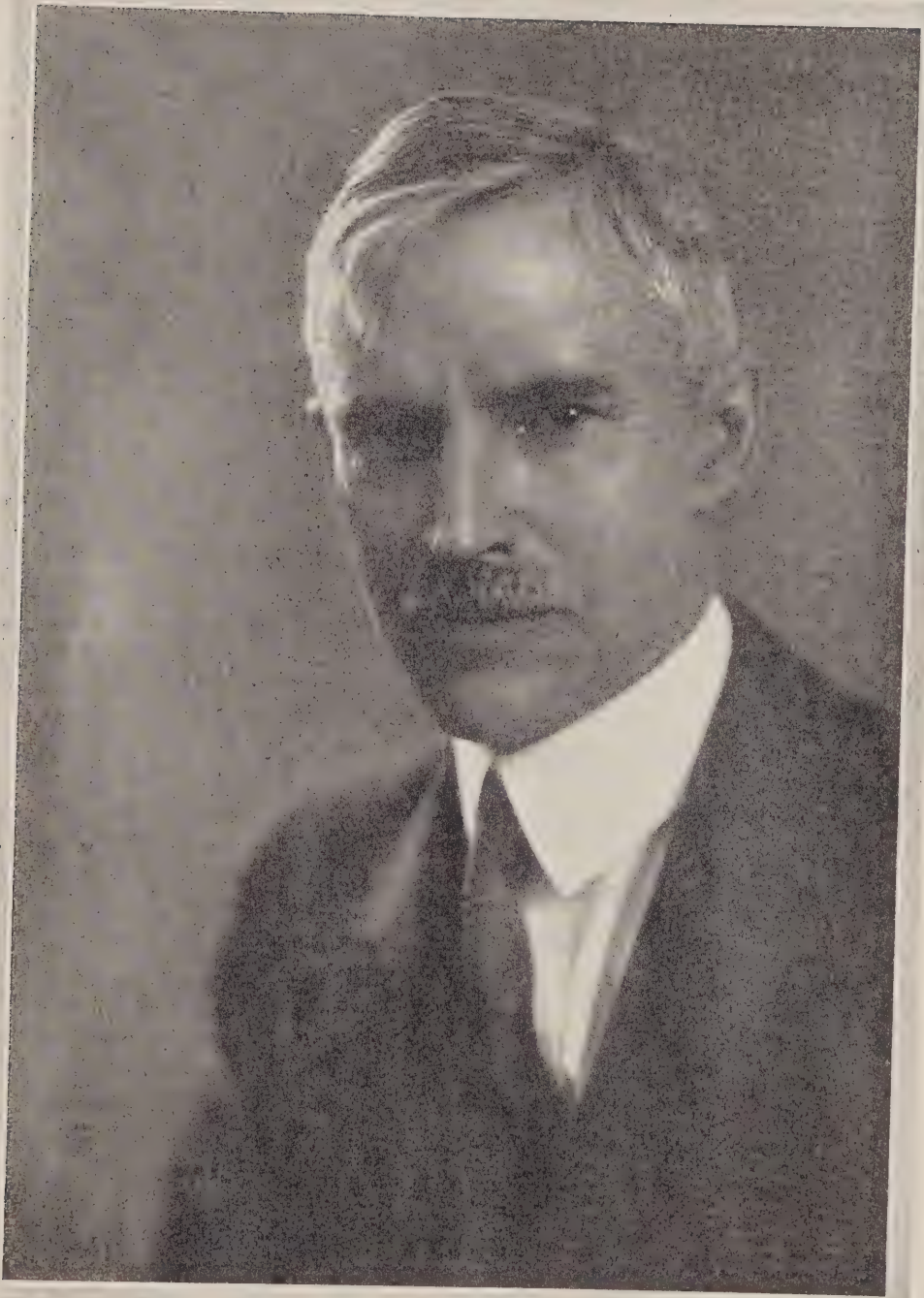
GEORGE DOWNING HARTLEY

George Downing Hartley is prominently identified with manufacturing interests of Massachusetts as the treasurer and general manager of Sleeper & Hartley, Inc., a Worcester corporation, which specializes in the designing and building of spring making, wire working and wire mill machinery. A native of Tullamore, Ireland, he was born September 2, 1875, and in early life went to Canada. He attended public and professional schools of Montreal, becoming a machine designer in many different lines and ultimately an expert on typographical machines. Later he devoted particular attention to patents and inventions and became thoroughly informed on that subject. In 1908 he located in New York, where he established an enviable reputation as a typographical patent expert. Coming to Worcester in 1913 he joined Frank H. Sleeper, with whom he has since been associated, and since Mr. Sleeper's retirement is general manager of Sleeper & Hartley, Inc. His knowledge of inventions and patents and his experience as a designer engineer have materially promoted the interests of the corporation.

MAJOR WALTER L. BEAMAN

In his native city of Gardner, Major Walter L. Beaman figures prominently in industrial circles as president of the Gem Crib & Cradle Company, in which, in 1925, he purchased stock in addition to his prior holdings to such an extent as to become a fifty per cent owner, the other half being owned by W. P. Shuffleton, his present partner. Thus they became sole owners of this large enterprise, devoted to the manufacture of all kinds of furniture for the infant and for the nursery.

The major was born April 9, 1885, a son of Walton S. and Catharine J. (Kelly) Beaman and a representative of a very old family in the state of Massachusetts. His paternal grandfather, Captain Samuel B. Beaman, who came of old colonial stock, was a native of Princeton, Worcester county, and served in the Civil war as captain in the Fifty-third Regiment of the Massachusetts Volunteer Infantry. Walter S. Beaman, son



GEORGE D. HARTLEY

of Capt. Samuel B. Beaman and father of Major Beaman, was born in Princeton, Massachusetts, and came to Gardner not long before his marriage. He was a farmer and small dealer in livestock, and resided in this community until his death, which occurred about 1894. His wife, who bore the maiden name of Catharine J. Kelly, was born in Nottingham, England, of Irish parentage, and came to the United States with her people when four years of age, the family home being established at Otter River, Massachusetts.

Walter L. Beaman, whose name introduces this review, pursued his education in the grade and high schools of Gardner. During his student days he played football and served one year as manager of the football team and for a similar period as business manager of the high school paper, *The Argus*. He also represented his class in inter-class speaking contests, and presented the class gift at graduation. When twenty years of age he became stenographer and bookkeeper in the service of Nichols & Stone, leading chair manufacturers of Gardner, with which firm he was identified for twelve years, serving on the board of directors for some time. In 1912, while still employed by Nichols & Stone, he made a small investment in the Gem Crib & Cradle Company, which enterprise he formed in association with Carl H. Hedstrom and Wilford P. Shuffleton, and began devoting his spare time to the manufacture of cribs and cradles. About 1915 this company originated the wheel bassinet to replace the old style cradle, and its growth thereafter was rapid. The business developed to such an extent that early in 1917 Mr. Beaman severed his connection with Nichols & Stone in order to give his entire attention to his own business, which has continuously claimed his energies since his return from overseas service in the World war. To meet the exigencies of the rapidly growing business the firm was incorporated in 1918, while Mr. Beaman was on a brief leave of absence from the army, and he was made president, in which official capacity he has served to the present time. The concern manufactures a complete line of baby cribs, cradles, baby yards, wheel bassinets and juvenile furniture and utilizes some eighty thousand square feet of floor space, the work of production being facilitated by the best and most modern equipment. Some idea of the growth of the business may be gained from the fact that the company's original force of six men has been increased to one hundred and fifty. Aside from his activities as head of this important industrial enterprise Mr. Beaman is treasurer and director of the E. G. Berg Manufacturing Company, secretary and director of the Chairtown Manufacturing Company, a director of the Gardner Screw Corporation, and a director of the Gardner Trust Company.

An excellent resume of Major Beaman's life as a soldier was prepared by a contemporary biographer, whom we quote: "Major Beaman's military record began in 1909 when he enlisted in Company B, Sixth Regiment, Massachusetts National Guard, as a private, and he served continuously until his discharge after the close of the World war. He won promotion through the various grades, and a captain's commission was

awarded him in 1915. The regiment was mobilized March 30, 1917, and mustered into the federal service as a body, Major Beaman being in command of one of the Fitchburg companies as captain. With this company he served on the docks and the interned German liners at East Boston, and in camps at Framingham, Ayer and Westfield, Massachusetts, during the spring and summer of 1917. In November, 1917, he moved with his regiment to Camp Greene, Charlotte, North Carolina, where the regiment was redesignated as the Fourth United States Pioneer Infantry. He retained command of Company B in the new regiment. The regiment moved to Camp Wadsworth, Spartanburg, South Carolina, in February, 1918. At this camp the regiment served as a sort of training regiment, constantly receiving thousands of green men to equip and train, and assign to other regiments due to leave earlier than the Fourth. Later he sailed for France in command of this same company. Soon after his arrival in France this company and regiment were disbanded and the members sent to combat units as replacements. Captain Beaman was assigned to the command of Company F, Seventh United States Regular Infantry, Third Division, and reached his new organization just a few days before the armistice was signed. Following the signing of the armistice he made the long march into Germany with the Seventh Infantry. During his service in Germany he was transferred to the command of Company L, Three Hundred and Fifty-third Infantry, located around the territory of Treves or Trier, Germany. During the long absence of the regular major, Captain Beaman was in command of the Third Battalion of this regiment, and in command of the town of Neuerburg, Germany. In April, 1919, when the Three Hundred and Fifty-third was preparing to sail for home, he was detached from this regiment and returned from Germany to France and took command of Company F, in the C. R. O. Battalion at Bourges (cher) France. He also acted as mess officer at this army post and had charge of the feeding of the four thousand men stationed there, and remained until the post was reduced to five hundred men late in 1919. He then went to Brest, from which he sailed October 18, 1919, arriving at Hoboken, October 28, 1919. He was discharged at Camp Dix, October 31, 1919, having completed thirty-one months of active service. He was given the retired rank of major. Although he always exacted the fullest obedience and performance of military duty, his constant aim during all his active service was to lighten the hardships of those under his command, so far as military exigency would permit, and obtain for them the best food and equipment possible. With new recruits especially he tried to lighten the first shock of military discipline, and refrained from giving any severe penalties for slight infractions of rules when these infractions were due to unfamiliarity with the service and its requirements. This attitude won him the lasting gratitude of the thousands of men who passed under his command, but it might have been viewed with disfavor by higher officers if he had sought promotion. However, Major Beaman's record book bears only high endorsements from the senior officers under whom he served, although nearly all of

them were aware of his extreme attitude of fairness toward the enlisted men."

Major Beaman is a member of the Company B Club of Fitchburg, a military organization, and of the Sons of Veterans, of which he is past commander. He was also scout commissioner of Monadnock Council, Boy Scouts of America. He is a charter member of Gardner Post, American Legion, and served on the state executive committee, at Headquarters, Department of Massachusetts, from September, 1920, to December 31, 1921, and on various other state committees of the Legion. Politically Major Beaman maintains an independent attitude, supporting men and measures rather than party, and his support is never withheld from any movement or measure instituted to promote civic advancement. He is a member of the Gardner Chamber of Commerce and served several terms on the board of directors. In fraternal circles also Major Beaman is most widely and favorably known. As a member of Hope Lodge, F. & A. M., he is a worthy exemplar of the teachings and purposes of the Masonic order. In 1921 he was active in forming Gardner Lodge, No. 1426, Benevolent and Protective Order of Elks, and became the first exalted ruler. He also served a second term as exalted ruler. He is a member of William Ellison Lodge, No. 185, Independent Order of Odd Fellows, of which he is past noble grand, and he is past chief patriarch of Gardner Encampment, No. 61, Independent Order of Odd Fellows. His appreciation for the social amenities of life is further manifest in his membership connection with the Ridgely Club and Ridgely Country Club and the Chair City Club of Gardner, Massachusetts. He has endeavored to do his full duty in every relation of life, has been a consistent advocate of measures for the advancement of his community, and is regarded as one of its most progressive and public-spirited citizens, commanding the confidence and esteem of all who know him.

WILFORD P. SHUFFLETON

The development and growth of the business of the Gem Crib & Cradle Company is largely attributable to the labors of its vice president and treasurer, Wilford P. Shuffleton, whose identification with furniture manufacturing interests in Gardner covers a period of thirty-eight years. He is likewise the president of the Chair Town Manufacturing Company of Gardner, makers of children's furniture.

A native of Arlington, Vermont, Wilford P. Shuffleton was born February 5, 1871, and is a son of Henry and Mary (Burgor) Shuffleton. He attended the grammar and high schools of his birthplace to the age of seventeen years and gained his initial experience in the business world during two years' connection with the chair manufacturing establishment of the W. F. Whitney Company at South Ashburnham, Massachusetts. Subsequently he spent a year in Syracuse, New York, and then in

1891 came to Gardner, Massachusetts, being here employed in the chair manufacturing plant of the Heywood-Wakefield Company for two years. On the expiration of that period he entered the service of the Nichols & Stone Company, chair manufacturers, with whom he continued for twenty-two years, working his way upward to the position of foreman. In 1913 he became shop foreman with the Gem Crib & Cradle Company, with which he has since been connected, being made vice president and manager in 1918 and eventually vice president and treasurer. As above indicated, his long experience in the chair manufacturing industry has constituted an element of value in the steady growth and upbuilding of this enterprise, with which he has now been identified in an official capacity for more than a decade.

On the 23d of December, 1899, Mr. Shuffleton was united in marriage to Anna Neylon, of Fitchburg, Massachusetts. Their daughter, Mildred Eleanor, has been educated in the grade and high schools of Gardner and in Becker's Business College of Worcester. Fraternally Mr. Shuffleton is affiliated with the Masons and with the Elks and he is also a member of the Ridgely Country Club. He greatly enjoys travel and has toured extensively in Europe and the West Indies.

MEADE RUBBER COMPANY

James Meade, vice president and superintendent of the Plymouth Rubber Company resigned to organize the Meade Rubber Company. He purchased a tract of land south of Brock street, Stoughton, bordering the west side of the New York, New Haven & Hartford Railroad and broke ground for the new factory in March, 1916. It was completed and shipments of products started in June, 1916. The original factory was a brick structure one hundred feet by forty feet, of two stories.

The Meade Rubber Company produced at the beginning rubberized cloth of all kinds and a line of rubber heels. In February, 1919, they started to manufacture gem duck for the shoe trade. Year by year the increase of business demanded additional space, and extra buildings were erected to take care of the rapid growth.

In April, 1922, business was incorporated with James Meade as president and treasurer and P. H. Mahoney as vice president. Mr. Mahoney had charge of production as factory superintendent and continues in this position to the present. He had been associated with Mr. Meade for a period of about thirty years.

The continued growth of the rubberizing department of the business was such that it was necessary to discontinue the production of rubber heels and gem duck, and the equipment for these products was removed to give the necessary space to the rubberizing of cloth.

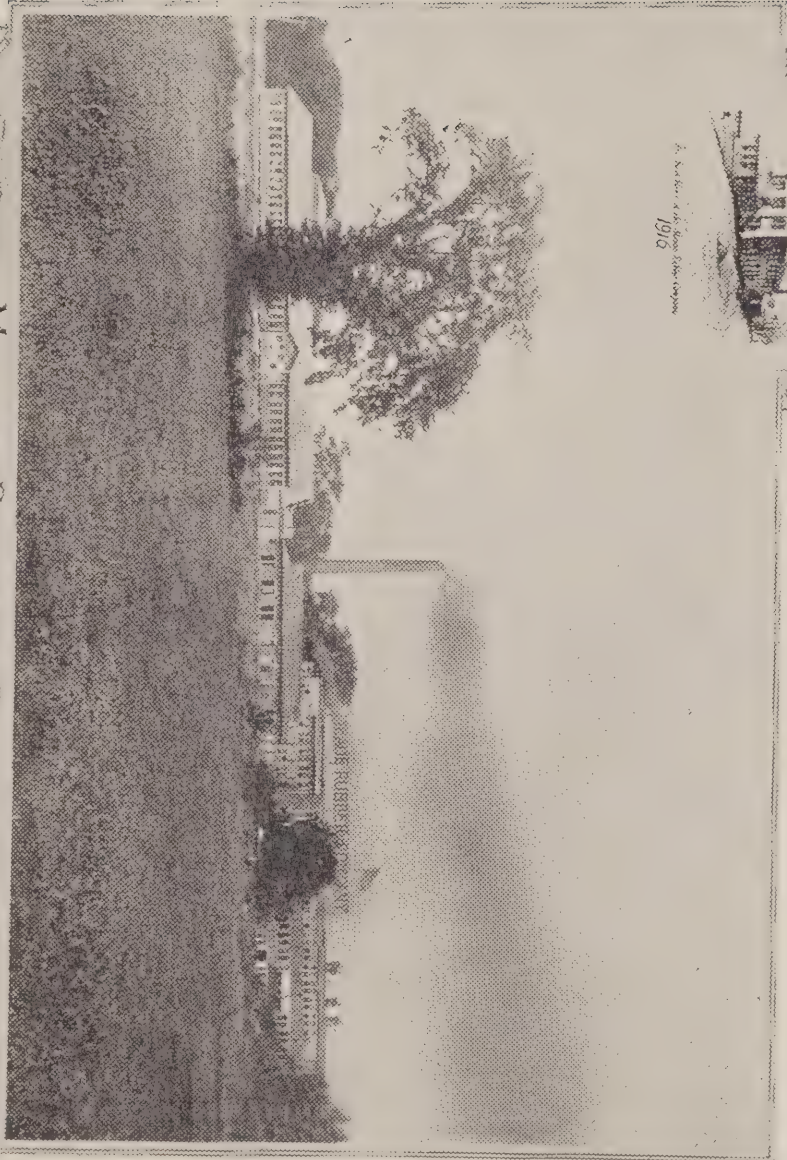
In 1924 the Meade Rubber Sales Company was organized as a subsidiary company to market certain products of the parent company, and this



James Meade



*The Sailing of the Steamship Company
1916*



*The Present MEADE RUBBER COMPANY ~ 1926
Sloughton, Massachusetts*

corporation continued until December, 1927, at which time it became inoperative.

Several years ago the company secured a large tract of land in the rear of its present holdings for future development, and added about thirty-three thousand feet additional manufacturing space to provide for its rapid growth.

In addition to the raincoat materials produced, including calender coated goods, covering the complete line for the trade, embracing in addition to the plain rubberizing all the specialties, as embossed, artproofed, bright, semi-dull and dull finishes, and the old, and always popular, sheen coatings.

For the shoe trade, all types of materials are processed to make them ready for cutting operation that starts the shoe in its manufacture; also a line of materials to imitate leather is produced, that is used for quarter linings, inside stays, and heel pads. Another product is a line of printed imitation leather that is made for pocketbooks and belt manufacturers, that at the present time is proving most popular and in great demand.

JAMES MEADE

James Meade was born March 3, 1868, in Stoughton, Massachusetts, where he was educated in the schools and always made his home. After leaving school he started work in the rubber industry, with which he was associated through his life. In the starting of the Plymouth Rubber Company in Stoughton Mr. Meade was associated with those organizing the company and later became vice president and superintendent, known as an expert in the proofing line and inventor of machines and processes of great value to the rubberizing industry.

Early in 1916, desiring to establish an independent industry in his native town, Mr. Meade retired from the important position he held with the Plymouth Rubber Company to organize the Meade Rubber Company. Ground was broken in March, 1916, and the first merchandise shipped in June, following. From this time the growth of the company has been rapid, owing to the vast knowledge of Mr. Meade and his nation-wide reputation in this particular line of work. In 1922 he incorporated the business, becoming president and treasurer of the company, and the firm progressed rapidly under his control, until he died May 19, 1929.

In his native city Mr. Meade was married to Miss Mary E. Mahoney, and they became the parents of four children: Barbara Evangeline, who is the wife of Edward G. Rubel; Mary E., now Mrs. Bernard J. McCormick; Evelyn, the wife of John Coleman; and J. Myles, who married Miss Catherine Barry.

In addition to his personal business connections he held the office of vice president of the Stoughton Trust Company, was a member of the board of governors of the Blue Hill Country Club, a fourth degree mem-

ber of the Knights of Columbus, and held membership in the Massachusetts Catholic Order of Foresters, the Ancient Order of Hibernians, New England Order of Protection, and Chicataubut Club of Stoughton.

He was known by all his acquaintances as a genial social gentleman and was popular among a wide circle of friends.

Since the death of Mr. Meade the business is continuing under the direction of his son, J. Myles Meade as president, P. H. Mahoney as vice president and superintendent, and D. J. Fraser as assistant treasurer.

FREDERICK EUGENE BARTH

Frederick Eugene Barth was born in Halle, Germany, April 9, 1894, a son of Edward and Clara (Streutzel) Barth, who in 1898 left their native country and established their home in New York city, where Frederick E. Barth pursued a public school education and after leaving high school took a course in the Pace & Pace School of Accounting and Business Administration. He then obtained a position with the Baker-Taylor Company, a wholesale book concern of New York city, and was later promoted to assistant cashier. He was subsequently with the Wurlitzer Piano Manufacturing Company as bookkeeper for a short time and in 1914 he joined the L. L. Harr Company, production engineers, with whom he remained for three years, installing cost accounting and production systems in various business houses. In 1917 he was assigned the task of analyzing and installing such a system for the Graton & Knight Company of Worcester and on its completion he was offered the position of office manager, while in 1924 he was made sales manager. In 1926 he was elected vice president and assistant general manager, in which dual position he has since continued.

On the 28th of November, 1914, Mr. Barth was united in marriage to Olga E. Solger, of Hastings, New York, and they are the parents of a daughter, Constance. Mr. Barth is a member of the Worcester Country Club, the Chamber of Commerce and the Kiwanis Club and for recreation he turns to golf and tennis. Fraternally he is a Mason. He is serving as a member of the educational committee of the Worcester division of Northeastern College.

WILLIAM W. BRIERLY

William W. Brierly, president of the Millbury Steel Foundry Company, was born August 15, 1882, in the town of Millbury, a son of William and Melissa (French) Brierly. He acquired a public and high school education and made his initial step in the business world in connection with the Felters Company, which he represented in various departments, working

up to the position of purchasing agent and manager of the office during the five-year period which he spent with that organization. In 1907 he entered the employ of the Worcester Steel Foundry Company at its plant in Millbury and in 1908 took over the business, which he incorporated under the name of the Millbury Steel Foundry Company. Its plant was at that time a small building and there were twelve employees. Mr. Brierly was at that time manager and he also went upon the road securing orders, after which he would return and supervise the manufacturing, subsequent to which time he would go out to make collections for the service rendered. For some time this was the method which he followed in the conduct of his enterprise, but gradually it expanded, although all days in his business career were not equally bright. At times he saw the storm clouds gathering that threatened disaster, but he has overcome difficulties and obstacles, gradually achieving his purpose of developing and conducting a profitable business. When the World war was inaugurated his was one of the first steel foundries to install a Haroult electric furnace, the single unit costing many thousand dollars. All manufacturers who knew him said: "Poor Bill has gone crazy and hung a load on his neck he can never survive." But Mr. Brierly proved to the world that he was thinking just a little ahead of his times and competitors and he won most gratifying success in doing one hundred per cent war work in the manufacture of steel castings for the four-inch naval guns and for the French 175MM. guns. Naturally his reputation was made and since that time his business has doubled and redoubled and still continues to expand. He now has a second electric furnace and manufactures a special line of alloys and steels with his second arc type furnace. With his development of special alloy castings, such as nickels, chromium and other steels, he competed with the manufacturers of drop forgings and with rolled steel companies and beat them in actual performance. He has a most highly trained and efficient staff of metallurgists, chemists and engineers and now has eighty-five employees but is planning to increase the personnel and the physical plant equipment. His success is assured and it requires no gift of prophecy to foretell the constant expansion of his business interests and activities in the future. Aside from his manufacturing interests he is a director of the Millbury National Bank and a trustee of the Millbury Savings Bank.

On the 22d of November, 1915, in Millbury, Mr. Brierly was married to Miss Sarah Hortense Walling, who is well known for her public activities and her interest in community welfare. She is now vice president of the Worcester County Republican Club, is a member of the Woman's Club and is president of the Girls League for Service and a member of various charitable and philanthropic organizations.

Mr. Brierly formerly held membership in the Second Congregational church of Millbury, which, merging with the Methodist church, is now called the Federated church. He is a past master of Olive Branch lodge, A. F. & A. M., which was instituted in 1797, the original charter being signed by Paul Revere. He has taken all of the degrees in the various

bodies of York Rite Masonry and is a member of Aleppo Temple of the Mystic Shrine. He belongs to the Rotary Club, the Worcester City Club and the Worcester Country Club. During the World war peried he was chairman of Liberty Loan drives and active in the intelligence service. Any plan or project which has to do with the public welfare is a matter of interest to him and his cooperation can always be counted upon to further any movement for the general good. He is the president of the Employers Association of Worcester County and a member of the executive board of the New England Foundrymen's Association and he has high standing in trade circles. His life story illustrates the possibilities for achievement through individual effort. Ever alert to opportunities, he has made wise use of his time and his chances, making his business his hobby and giving to it the major part of his attention with the result that most gratifying success has rewarded him.

JOHN MORRISON MARTIN

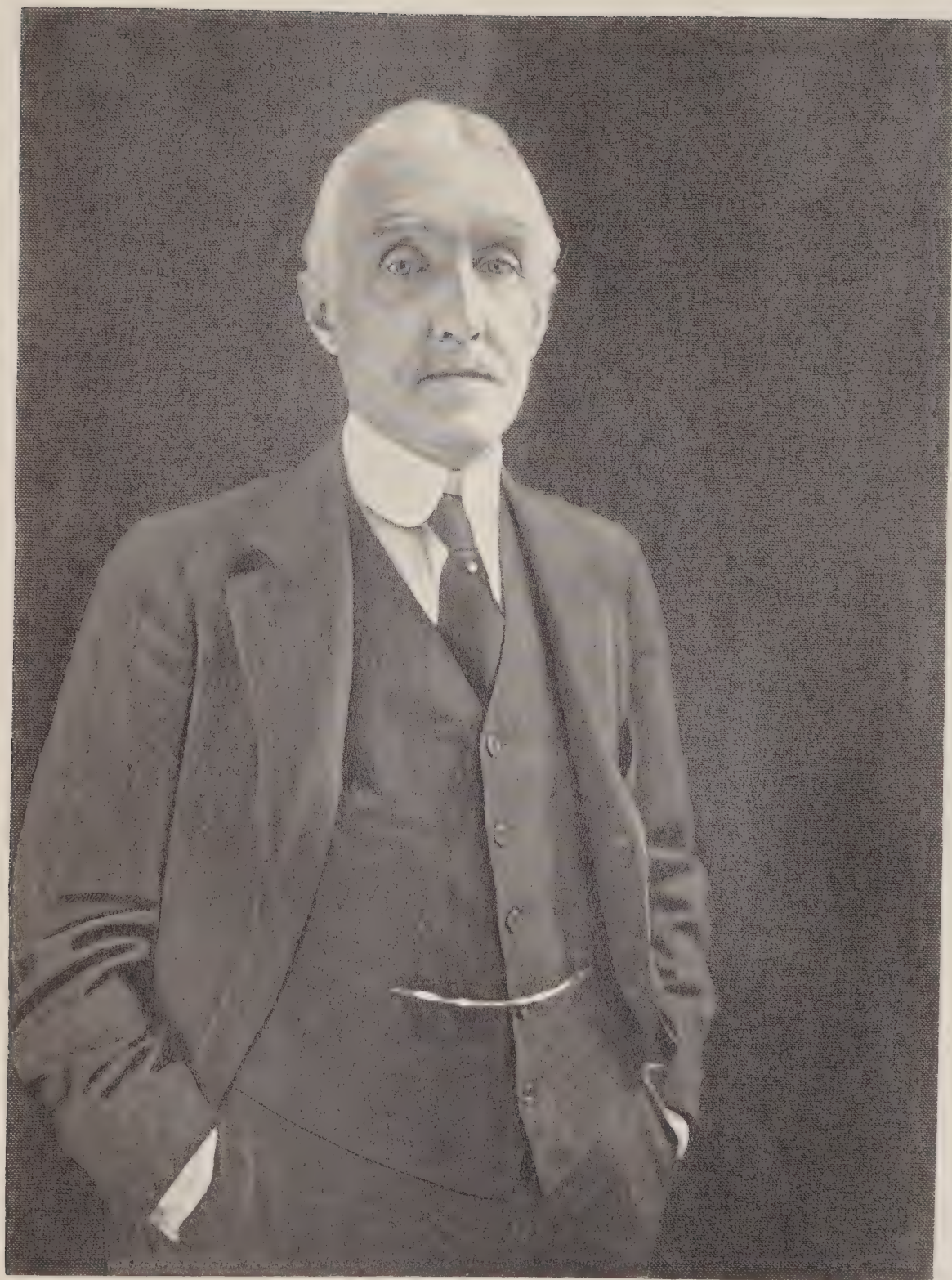
John Morrison Martin, who for seven years has been connected with the Mead-Morrison Manufacturing Company of East Boston, is now its assistant treasurer and furthermore represents the productive industries of Massachusetts as the assistant treasurer of the Gilman Manufacturing Company and as vice president of the A. S. Campbell Company.

His entire life has been passed in New England. He was born in Manchester, New Hampshire, May 9, 1900, a son of Willard Shephard and Maude Mira Martin. He mastered the elementary branches of learning as a pupil in the public schools of Pomfret and was next a student in Harvard University, where he completed courses in art and science, graduating with the class of 1922. Afterward he became associated with the Mead-Morrison Manufacturing Company and through the intervening years his labors have been directed into this field, where his work is proving satisfactorily resultant to the corporations which he represents. During his Harvard days he was a member of the Students Army Training Corps.

PETTINGELL-ANDREWS COMPANY

The Pettingell-Andrews Company was formed as a partnership in Boston in 1886, and thus New England may rightly claim the first firm in the United States to engage in the wholesale electrical supply business. This was the era which marked the beginning of the electrical industry, when methods and goods bore little resemblance to those of the present day.

The company was incorporated in 1890, and two years later Mr. Pettingell sold his interest to Charles B. Price. The following year, Mr. Andrews died, and Charles B. Price became treasurer and general manager. Frank S. Price entered the employ of the company in 1894, and was elected secretary in 1897.



Charles B. Price.

During the following years rapid progress was made in building up the business under the control of the Price Brothers. Frank S. Price became president in 1910, with Charles B. Price, as treasurer, and the company grew to be one of the largest electrical supply jobbers in the United States.

In 1925 a new nine-story building was erected and is known as the Pettingell-Andrews building, 378 Stuart street, Boston, where the company is now located. The second floor of the new building was designed to accommodate the lighting fixture department, which branch of the business had developed to the largest of its kind in New England. Specially designed and completely equipped studios for the display of lighting fixtures occupy a large portion of this floor.

The General Electric Company, having previously purchased an interest in the company, changed the name, in 1928, to the General Electric Supply Corporation, and the following year acquired the remaining interests from Charles B. and Frank S. Price.

The name Pettingell-Andrews Company, with the lighting fixture business and studios, was repurchased October 1, 1929, by Charles B. and Frank S. Price. The Pettingell-Andrews Company, now a Massachusetts corporation, is engaged exclusively in designing, making and importing lighting fixtures, lamps and shades.

Since the business of the company has been devoted exclusively to lighting equipment, the management have been able to constantly enlarge their facilities, so that now architects, builders, and owners in New England are finding it unnecessary to go to New York or other markets for specially designed and properly made lighting fixtures. The Pettingell-Andrews lighting fixture studios are now able to offer their New England patrons a constantly changing exhibition of lighting furniture, which for completeness, character of designs and workmanship is unexcelled in this country.

The officers of the company are Charles B. Price, chairman of the board; Frank S. Price, president; L. W. Witbeck, vice president and treasurer; G. J. Creed, secretary, and Marshall S. Price, director.

CHARLES BROWNE PRICE

The name of Charles Browne Price is on the directorate of numerous important corporate interests of Massachusetts, including the Pettingell-Andrews Company of Boston, makers and importers of lighting fixtures, with which he has been connected through more than four decades. He is a native of the Bay state, born in Salem, October 22, 1869, and a son of Charles H. and Fannie S. Price. After completing grammar and high school courses he entered the Massachusetts College of Pharmacy and subsequently turned his attention to the drug business, his father being engaged along that line in Salem as a member of the firm of C. H. & J. Price. It was in 1889 that he entered the employ of the Pettingell-Andrews Company of Boston, of which he became treasurer and general

manager in 1893, and he is still a director of the corporation. His cooperation has been sought in the successful management of various other enterprises, for he is also a director of the Naumkeag Trust Company of Salem, the Holyoke Mutual Fire Insurance Company of Salem, the Salem Terminal Corporation, the Salem Electric Lighting Company, the Salem Gas Light Company, the Eastern Massachusetts Electric Company of Salem, the Beverly Gas & Electric Company of Beverly (Mass.), the Fitchburg Gas & Electric Company of Fitchburg (Mass.), the Brockton Gas Light Company of Brockton (Mass.), the Suburban Gas & Electric Company of Revere (Mass.), the Malden & Melrose Gas & Electric Company, the Malden Electric Company of Malden (Mass.), the Haverhill Electric Company of Haverhill (Mass.), the Rockland Light & Power Company of Rockland (N. Y.), the Springfield Gas Company of Springfield (Mass.), the Gloucester Electric Company of Gloucester (Mass.), and the Rockland Electric Company of Rockland (N. Y.). He is likewise a trustee of the North Boston Lighting Properties.

On the 5th of June, 1895, Mr. Price was married to Miss Agnes Grosvenor, who was born in Peabody, Massachusetts, December 25, 1873. They have two children: Virginia, who is the wife of Carleton Davenport; and Charles G. Mr. Price is a member of the Episcopal church and has many club connections, belonging to the Algonquin Club and the Exchange Club of Boston, the Eastern Yacht Club of Marblehead, the Salem Country Club of Salem, the Tedesco Country Club of Swampscott, the Beach Club of Phillips Beach, Swampscott, and the Lake Tarleton Club of Pike, New Hampshire.

FRANK SHREVE PRICE

Frank Shreve Price, who since 1910 has been president and director of the Pettingell-Andrews Company of Boston, which business since reorganization in 1929 has been confined exclusively to the designing, manufacturing and importing of lighting fixtures and equipment, is thus at the head of a corporation with which he has been continuously identified during the past thirty-six years. He was born in Salem, Massachusetts, November 8, 1875, a son of Charles H. and Fannie S. Price, and supplemented his public school education by a course of study in Dummer Academy of South Byfield, this state. On putting aside his textbooks he became connected with the wholesale electrical supply business. He was a youth of about nineteen years when in 1894 he associated himself with the Pettin-gell-Andrews Company of Boston, engaged in the designing, manufacturing and importation of lighting fixtures, of which he and his brother, Charles B. Price, acquired control in 1897. Frank S. Price served in the official capacity of secretary prior to his election to the presidency in 1910, and the steady expansion and success of the industry is attributable in large measure to his leadership, combined with comprehensive under-



Frank S. Price

standing of the various phases of the business gained through long experience therein.

On the 12th of December, 1899, in Brooklyn, New York, Mr. Price was united in marriage to Elisabeth Marshall, who was there born November 17, 1875. They are the parents of a daughter and a son: Eleanor, the wife of James W. Ricker, of Poland Spring, Maine; and Marshall S., who married Grace Garcelon, of Newton, Massachusetts. Mr. Price is an Episcopalian in religious faith and has membership in the University Club, the Algonquin Club, the Charles River Country Club and the Engineers Club.

WILLIAM ARTER

William Arter, president of the Arter Grinding Machine Company at 15 Sagamore road in Worcester, was born in Lancashire, England, in 1878, a son of William and Jane (Dower) Arter, the former of Patricroft, Lancashire, and the latter of Cornwall. The son received thorough training in the Manchester Technical School and in the Norwich Technical School of Lancashire and when his studies were completed he gained valuable experience in the shops of the Lancashire & Yorkshire Railway Company, working in the forge, machine shop and in the erecting motor and telegraph departments. He was afterward advanced to the mechanical engineering department and subsequently was transferred to the electrical department, so that he gained comprehensive knowledge of the great scientific principles which underlie mechanical construction and a thorough understanding of all the practical phases of the work. While there he was of material assistance in installing the electric system of the Liverpool & Southport Railway and he was appointed lecturer on electrical and mechanical engineering at the Norwich Railway Mechanics Institute.

In February, 1908, Mr. Arter arrived in the United States to become a machinist for the Westinghouse Company, by which he was employed in installing the electric power system of the New York, New Haven & Hartford Railroad from New York city to Stamford, Connecticut. In less than four hours, however, he was sent to the drafting room and within three weeks after his arrival he was made special engineer on new electric locomotive work, engaged in developing new ideas. Ere two months had passed he was appointed assistant to G. L. Crouse, chief inspector for the Westinghouse Company. This position he resigned in 1909 to become chief draftsman for the Long Island Railroad and in 1910 he removed to Worcester to accept appointment as chief engineer of the Bradley Car Works at the time of the great expansion of this company in its new plant at Greendale. There he continued until 1914, when he resigned and became associated with Bernard E. Delle in developing a rotary valve engine for the Prentice Brothers Company of Worcester. While awaiting results he was for a time engaged as designer for the Heald Machine Com-

pany and while there became impressed with the possibilities of the grinding machine. Accordingly in 1914 he organized the Persons-Arter Machine Company and in 1918 he acquired full control by the purchase of the business, which he reorganized under the name of the Arter Machine Company. In December, 1914, he designed and perfected a rotary surface grinder which he put on the market in June of the following year. Its success was instantaneous and within two years he had sold machines of this pattern to the amount of about two hundred thousand dollars. He then invented, designed and perfected the first piston ring automatic grinding machine, which had an immediate market and proved a great success in 1920. His business interests have thus constantly broadened and at the head of the Arter Grinding Machine Company he is now developing a business that is classed among the leading industrial enterprises of Worcester of recent date.

In 1903 Mr. Arter was married at Blackrod, Lancs, England, to Miss Annie Tattersall, a daughter of Samuel and Emma (Barlow) Tattersall. The three children of this marriage are: Harry, who was born at Horwich, England, July, 1904, and was a student in the Worcester Polytechnic Institute for three years; Norman, who was born at Horwich, England, June 24, 1905, and attended Worcester Polytechnic and the University of Alabama for two years; and William, Jr., whose birth occurred in Worcester, Massachusetts, February 11, 1917. The family resides at 540 Salisbury street in Worcester and their religious faith is that of the Episcopal church. Mr. Arter is also a member of Morning Star Lodge, F. & A. M., and Eureka Chapter, R. A. M., and loyally follows the teachings and purposes of the craft. He likewise has membership in the Steam Engine Makers Society of England. Since taking his initial step in the business world his course has been marked by continuous progress, bringing him to a high point of efficiency in his chosen field, and today he is developing a business which has already placed him among the valued representatives of industrial activity in Worcester.

ALBERT BURKE O'DONNELL

Albert Burke O'Donnell is meeting with very creditable success as sales manager of the Arter Grinding Machine Company of Worcester, manufacturers of precision automatic grinding machinery for the metal trade, with plant at 15 Sagamore road. He is a native son of Worcester, Massachusetts, born October 20, 1884, his parents being Michael H. and Mary F. O'Donnell. His education was acquired in the grammar and high schools of the city and when his textbooks were put aside he became an accountant at the North Works of the American Steel & Wire Company in Worcester. Subsequently he became associated with the Arter Grinding Machine Company of Worcester, which he is now representing most successfully in the capacity of sales manager.

On the 12th of November, 1913, Mr. O'Donnell was united in marriage to Miss Mary F. Quinn, of Worcester, Massachusetts. They are the parents of eight children, namely: John, Charles, Richard, Mary, William, Helen, Claire and Albert Jr. Mr. O'Donnell is a communicant of St. Mary's church of Shrewsbury, Massachusetts, and is highly esteemed for his many admirable traits of character.

HOLLANDER & JOHNSON, INC.

This business was started by S. G. Hollander and C. O. Johnson in 1913 and incorporated in 1917 as Hollander and Johnson, Incorporated, with Mr. Hollander as president and treasurer; Mr. Johnson as assistant treasurer and vice president; and Frank Tupper as secretary.

The business is devoted to the manufacture of dies, tools and rubber moulds. During the World war the company made a quantity of dropped forged dies for the Remington and Winchester corporation and seventy per cent of the capacity of the plant was used for war work for the Springfield Armory. This company employs eighteen skilled mechanics in a fast growing business located at 2 Eden street, Worcester, Massachusetts.

MICHAEL JOHN O'HARA

Michael John O'Hara is a native son and lifelong resident of Worcester, who for many years has figured prominently in public affairs and who since 1924 has given the city a splendid administration in the office of mayor. He was born September 4, 1867, a son of Michael and Ellen (Mulvaney) O'Hara, and acquired a public school education in his youth. After putting aside his textbooks he devoted his attention for some time to the upholstery business and also to dealing in ice but eventually discontinued his commercial activities in the interests of public service. He was a member of the common council during the years 1915, 1916, 1917, 1918 and 1919, a member of the board of aldermen in 1920, 1921 and 1922, alderman-at-large in 1923 and since 1924 has occupied the mayoralty of Worcester, in which capacity he has introduced many needed reforms and improvements that have given a decided impetus to the growth and progress of the municipality. He is a trustee of the Worcester Art Museum and the Worcester Polytechnic Institute.

On the 26th of June, 1896, in Worcester, Massachusetts, Mr. O'Hara was united in marriage to Lenora V. King, a native of this city, and they are the parents of three daughters: Mary E., the wife of Francis J. Higgins; Eleanor, who married Joseph E. McKoan, and Louise K., who is the wife of Thornton S. Farnsworth. Mrs. O'Hara belongs to the Woman's

Republican Club of Worcester County and is also a member of the Daughters of Veterans.

Mr. O'Hara is an honorary member of the Grand Army of the Republic, the Spanish War Veterans, the Emmet Guards and the Worcester Continentals. He likewise has membership in the Worcester Chamber of Commerce, the Commonwealth Club, Ward 2 Republican Club, the Worcester County Republican Club, the Lake View Civic Club, the Economic Club, the Mayors Club of Massachusetts and the Lions Club and is an associate member of the Watatic Club of Ashburnham. Fraternally he is identified with the Benevolent and Protective Order of Elks, the Ancient Order of Hibernians and the Fraternal Order of Eagles, and something of the nature of his recreational interests is manifest in his membership connection with the Worcester Bowling and Curling Club and the Brookfield Fishing Club. Both Mr. and Mrs. O'Hara have won an extensive circle of warm friends throughout the community in which they have always resided and they enjoy high standing in Worcester's social circles.

SIMONDS SAW AND STEEL COMPANY

The Simonds Saw and Steel Company has been built up with the new century. It is a consolidation of the Simonds Manufacturing Company, the Fitchburg File Works, the Canada Saw Company of Montreal (with branches at Ottawa, Toronto and St. John), the Branch Saw Company of St. Louis, the Washington Saw Company of Seattle, the Burton Saw Company of Vancouver, the Wolverine Saw Company of Detroit, the Rackliffe Saw Manufacturing Company of Toronto, the Simonds Guaranteed Cutter Head Company of Seattle, the Abrasive Company of Philadelphia, and Wappat, Inc., of Pittsburgh, Pennsylvania. These eleven units now constitute the Simonds Saw and Steel Company. In some instances one of the units has become a service factory and branch sales house for the company. In other cases the company acquired has simply been discontinued and its business transferred to already established factories or sales branches.

The Simonds Saw and Steel Company operates and owns a steel mill in Lockport, New York. This mill and its equipment have recently been greatly enlarged and increased. Here is manufactured not only practically all the steel required by the Simonds Saw and Steel Company but also a large amount of high grade special steels for use outside the company.

The factories of the former Simonds Manufacturing Company and the File Company are in Fitchburg, Massachusetts. Here are manufactured circular saws (both solid and inserted tooth), points and shanks, shingle saws, novelty saws, saws for cutting stone and ice, metal saws (solid and inserted tooth), metal band saws, machine knives, including



GIFFORD K. SIMONDS



ALVAN T. SIMONDS



HARLAN K. SIMONDS

all varieties of knives for cutting wood, paper knives, tobacco knives, veneer knives, shear blades, cane knives, rag knives, meat slicers, etc., narrow band saws, steel rule, also files and hand and power hack saws. This list is not inclusive but mentions the main items only. Simonds is without doubt the largest manufacturer of machine knives in the United States. Wide band saws and cross-cut saws are made in the Chicago factory. The Montreal factory produces goods used in Canada and sold through the Canadian branches.

The Abrasive Company,, located at Philadelphia, manufactures polishing grain, bricks and sticks, safety floor tread material and grinding wheels for all purposes from the very small to the very large. Wappat, Inc., produces the famous Alta electric tools, including the electric carpenter's saw, the electric plane, the electric door mortiser and the electric drill. Some years ago the Simonds Saw and Steel Company dropped the manufacture of hand saws in the belief that the electric carpenter's saw would very largely take their place.

The company has branches and service stations in the following cities in the United States and Canada: Boston, Chicago, New York, Detroit, Atlanta, Memphis, New Orleans, Portland, Oregon, Seattle, San Francisco, Los Angeles, Montreal, St. John, Toronto and Vancouver. There is also a branch at London, England, incorporated under the name of Simonds Saws, Limited. The company has its own salesmen in Europe, South America and Australia and selling agents in all parts of the world. The company's general executive offices are at 89 Broad street, Boston, and 470 Main street, Fitchburg, Massachusetts.

The company strives not only to keep up to date but a little ahead of the times by adding to its equipment whatever will assist in reducing the cost of producing the goods without sacrificing the quality. Its slogan since its establishment has been—"Unequaled in Uniformity and Quality." It maintains research laboratories at the steel mill and at the factory in Fitchburg. It has been on the alert for new, sound and practical ideas in management and in selling, having in mind always that it will receive more orders and sell more goods if it can produce them at a smaller cost with the same high quality. With these aims in view, it has taken into its service each year graduates from the leading schools of business administration and particularly from the Harvard School of Business Administration. It has also plowed back into its business annually more than half of its net earnings instead of distributing them in dividends.

The large majority of the stock of the company is owned by the three sons of Daniel Simonds who therefore control the company. They are active in the management, each one of them after finishing his education having begun at the bottom in the business and worked up to his present position.

Alvan Tracy Simonds is president of the company. After graduating from Phillips Exeter Academy and Harvard University ('99), where he specialized in economics and metallurgy, he took postgraduate work in the School of Metallurgy at Sheffield, England. A. T. Simonds is therefore

the company's own expert on steel and steel manufacture. During the World war he was made a captain in the ordnance department of the United States Army at Washington, D. C., having charge of the purchase and production of helmets and body armor from May until December, 1917, when he was relieved to engage in the manufacture of armor plate for the ordnance department. He served four years as director of the United States Chamber of Commerce. He is a director of the American Supply and Machinery Manufacturers' Association and a sustaining and charter member of the Stable Money Association. He is also a director of the Worcester County National Bank of Fitchburg, Massachusetts.

Since his college days, he has had an absorbing interest in economics, not only in theoretical economics but in applied economics. Since the close of the World war he has followed as an avocation the task of increasing general economic intelligence. He firmly believes that many business mistakes and business tragedies might be avoided by a better knowledge of the working of economic law.

In 1919 he invited John G. Thompson, then principal of the Fitchburg State Normal School, to assist him in this work. In the same year he organized the Fitchburg Open Forum for public discussion of economic subjects. A year or two later he established the Alvan T. Simonds Economic Prize Contests with two annual prizes, one of one thousand dollars and one of five hundred dollars, for the best essays on an economic subject. The subject for 1929 was "The Federal Reserve System and the Control of Credit." A. T. Simonds has published a volume entitled "Business Fundamentals" and issues regularly every second month a leaflet forecasting the trend of industrial production. This leaflet is entitled "Looking Ahead" and because its forecasts are based on economic law and not on personal opinion, it has proved correct in forecasting, many months ahead, every major trend in business since the war. On this account it has been increasingly appreciated, and each issue has been reprinted in many magazines and papers. He has also published articles on economics and business and has spoken frequently on the same subjects. His home is at 156 Prince street, Jamaica Plain, Boston.

Gifford Kingsbury Simonds is the general manager of the company. He was superintendent of the Fitchburg plant and upon the death of his father in 1913 became general manager. His able direction has contributed in a notable degree to the success of the business. He keeps in close touch with the employees of the corporation and with the plans which have been introduced for their benefit. He calls many of them by name, knows something of their interests and aspirations and labors consistently for their efficiency as workmen, knowing this to be to their personal advantage as well as for the interests of the corporation for which they work.

He is a constant and intelligent student of the problems of management, an admirer of Henry Ford and a believer in his practical solutions, although he realizes that such solutions cannot be applied indiscriminately to every other industrial organization. In 1928, in collaboration with

John G. Thompson, he prepared a volume which was published by A. W. Shaw Company of Chicago, entitled "The American Way to Prosperity." Shortly after its appearance, an application was made by cable from one of the industrial leaders in Japan to translate it into Japanese.

He has always been interested in the welfare of his community and served for a term as alderman in the city of Fitchburg. In the fall of 1924 he financed a religious survey of the city of Fitchburg, which the English clergyman, Rev. Frederick W. Norwood, described in the Christian Century under the title, "The Most Significant Thing I Have Seen in America."

G. K. Simonds is interested in business in other fields, believing that in this way he can gain valuable ideas for the company of which he is general manager. He is a director of the Safety Fund National Bank of Fitchburg, of the First National Bank in Boston and of the International Paper Company. He lives at 274 Beacon street, Boston.

Harlan Kenneth Simonds is well known in both banking and manufacturing circles in Fitchburg. He is the treasurer of the Simonds Saw and Steel Company. He made his start in the business world in a brokerage house in Boston, gaining three years' financial experience in that connection. He then decided to join his brothers in the further development and upbuilding of the Simonds Saw and Steel Company. He has been treasurer since the death of his father in 1913. He has made a thorough study of banking and finance in general and particularly as related to the interests of the company. He is a director of the Safety Fund National Bank of Fitchburg and a trustee of the Fitchburg Savings Bank. He resides at 75 Prospect street, Fitchburg.

ROBERT GAGE PRATT

Robert Gage Pratt, of Worcester, has largely displayed the spirit of the pioneer in the development of the business given over to the manufacture of textile devices and machinery. He established the enterprise in 1907, and its history is one of steady progress and successful achievement. He was born in Worcester, October 17, 1877, and is a son of Frederick S. and Sarah (Hilliard) Pratt. He pursued his public school education to the fifth grade, then entered a Worcester private school in which he took a preparatory course for Harvard University, becoming a member of the class of 1900.

His early business experience came to him with the firm of Earle & Fisher, architects, with whom he remained for a year, subsequent to which time he obtained employment in the weave room of Knowles Loom Works. He mastered the technicalities of the business and was advanced step by step until he became assistant to the general manager, George F. Hutchins. During the last two years at the loom works much of his time was spent in the department devoted to the manufacture of narrow-fabric

looms. In 1907 he entered the manufacturing field on his own account, making loom parts, including battens, shuttles, shuttle-blocks and quills, used in weaving all kinds of webbing, tape and ribbon. He still continues the business as the sole owner, and the growth of his patronage is indicated in the fact that he now has a modern factory with up-to-date equipment and employs quite an army of highly-trained and skilled workmen as well as a few very competent young women. At the time of the World war he left his business to go to Washington, D. C., where he was connected with the department which purchased army and navy equipment for the government.

On the 9th of July, 1906, Mr. Pratt was married to Miss Edythe M. Coleman, of Morristown, New Jersey. Their children are: Sally, a member of the Bancroft School of the class of 1929-30, and quite a proficient horse-back rider; Emma, now attending Bancroft school; and Edith, who is a grammar-school pupil at Bancroft.

The parents are members of All Saints' Episcopal church and Mr. Pratt's interest in community welfare is expressed through his connection with the Worcester Chamber of Commerce. Along social lines he is identified with the Worcester Club, Tatnuck Country Club, Quinsigamond Boat and Worcester Tennis Club. His favorite sports are salt-water boating and swimming, tennis and motoring and by reason of his activities of this character maintains that even physical balance which is so necessary as an element in the successful conduct of business affairs.

ARTHUR LINCOLN STUART

Arthur Lincoln Stuart was long and successfully identified with industrial interests as head of the business of the Temple-Stuart Company of Baldwinsville, which is now owned and operated by his three sons, who represent the third generation of the family connected with the chair manufacturing industry in Worcester county. He had attained the age of sixty years when he passed away in 1927, his birth having occurred in Princeton, Massachusetts, June 4, 1867. His parents were John H. and Louisa L. (Curtis) Stuart, both of whom were also natives of the old Bay state, born in Sterling and in Boylston, respectively. John H. Stuart was for many years successfully engaged in chair manufacturing in Princeton, where he passed away April 6, 1893. To him and his wife, who also died in Princeton, were born five children, two sons and three daughters, namely: Marion, who became the wife of Henry H. Lamson, of Worcester, Massachusetts; Janie A.; John Fremont, who died in infancy; Arthur Lincoln, of this review; and Jane, the widow of John H. Temple, who was engaged in the manufacture of chairs in Princeton.

Arthur L. Stuart pursued his education in the grade and high schools of his native city and after putting aside his textbooks associated himself with his father with the purpose of learning the chair manufactur-



ARTHUR L. STUART

ing business. About five years later, when ill health forced the father's retirement from the concern, the burden of control fell upon the shoulders of Arthur L. Stuart. A decade later, at the death of his brother-in-law, John H. Temple, he formed a partnership with his sister, Mrs. John H. Temple, under the name of the Temple-Stuart Corporation. In 1914, when the plant was destroyed by fire, Mr. Stuart changed his place of residence and business activity to Baldwinsville, Massachusetts, where he purchased the tub manufacturing establishment of Holman & Harris and reorganized his business, assuming the duties of treasurer and general manager. His widowed sister took no active part in its control. The success which attended the enterprise under his direction was due to his marked business ability, sound principles and keen sagacity, and the splendid policy which he instituted is being upheld by his sons, who have succeeded him in ownership and management. The Temple-Stuart Company specializes in the manufacture of kitchen, dining room, rocking and children's chairs.

On the 4th of January, 1888, in Nashua, New Hampshire, Mr. Stuart was united in marriage to Mary G. Bartlett, daughter of Samuel and Mary (Brown) Bartlett, of Princeton, Massachusetts. She passed away in Princeton, October 26, 1901, leaving three sons—Benjamin Fremont, Carl Bartlett and John Howell, biographies of whom follow this.

Mr. Stuart gave his political support to the republican party but took no active part in public affairs because of the strenuous demands of his business interests. In religious faith the members of the Stuart family for many generations have been Baptists and Mr. Stuart belonged to the Baldwinsville church of that denomination. Fraternally he was affiliated with the following organizations: Hope Lodge, F. & A. M., of Gardner, Massachusetts; Narragansett Lodge, No. 222, I. O. O. F., of Baldwinsville; and Gardner Lodge, No. 1426, B. P. O. E. He was a lifelong resident of Worcester county and in his passing the community sustained the loss of one of its highly esteemed and respected citizens as well as representative manufacturers. In the words of a contemporary biographer: "He was truly a self-made man, a man of splendid principles and foresight."

BENJAMIN FREMONT STUART

Benjamin Fremont Stuart, associated with his two brothers in the ownership and operation of the Baldwinsville chair manufactory known as the Temple-Stuart Company, has been the executive head of the business since the death of his father in 1927. He was born in Princeton, Massachusetts, February 19, 1889, a son of Arthur Lincoln and Mary Gertrude (Bartlett) Stuart. A review of the career of his father may be found in another part of this publication.

In the acquirement of an education Benjamin F. Stuart attended the grammar and high schools of Princeton and also pursued a course in the

Worcester Business Institute, of which C. B. Post is principal. Since the beginning of his business career he has been continuously connected with the Temple-Stuart Company, working in the various departments of the plant and thus thoroughly familiarizing himself with the industry in principle and detail. As above stated, he has been president of the company since his father's demise and he has proved highly efficient in the supervision of mill production. Aside from his activities in this connection he is a director of the Baldwinsville Cooperative Bank, the Templeton Savings Bank and the Gardner Trust Company and is also a director of the Baldwinsville Board of Trade.

On the 26th of August, 1912, in Princeton, Massachusetts, Mr. Stuart was married to Mary E. Perry, of that place, and they are the parents of five children: Benjamin F., Jr., Bartlett Perry, George Arthur, Clayton Edward and Jane Helen. A worthy exemplar of the teachings and purposes of the Masonic fraternity, Mr. Stuart belongs to the various York Rite bodies and to Aleppo Temple of the Mystic Shrine. He is also identified with the Independent Order of Odd Fellows, while his religious faith is indicated by his membership in the Congregational church. As a citizen he stands for all that is best in the life of his community, so that he commands to a marked degree the confidence and respect of those who know him.

CARL BARTLETT STUART

Carl Bartlett Stuart is a successful young representative of industrial interests in central Massachusetts as treasurer of the Temple-Stuart Company of Baldwinsville, which specializes in the manufacture of kitchen, dining room, rocking and children's chairs. He was born September 14, 1891, in Princeton, Massachusetts, and is a son of Arthur Lincoln and Mary Gertrude (Bartlett) Stuart, more extended mention of whom is made on another page of this work. He is one of three brothers who have succeeded their father in the ownership and control of the Temple-Stuart Company.

Carl B. Stuart began his education in the public schools of Princeton and following the completion of a high school course continued his studies in Worcester Academy, after which he attended the Worcester Business Institute under the principalship of C. B. Post. His initial business experience was gained in the shipping room of the Temple-Stuart Company, of which his father was one of the officials, and by subsequent employment in various departments of the plant he thoroughly acquainted himself with the different phases of the chair manufacturing industry. On the death of his father, in 1927, he was made treasurer of the company and has since been in charge of all office detail. He is also a director of the Templeton Savings Bank and the First National Bank of Baldwinsville.

On the 24th of November, 1917, occurred the marriage of Carl B. Stuart and Villa Estelle Hobbs, of East Templeton, Massachusetts. They are the parents of two children, Robert Temple and Ruth Charlotte. Mrs. Stuart has membership in the Woman's Club and the Eastern Star.

Mr. Stuart was in the naval aviation service for nineteen months during the World war, being connected with the supply depot with the rank of first-class storekeeper. In fraternal circles he is known as a Royal Arch and Knight Templar Mason and also as an Odd Fellow, while his religious faith is indicated by his membership in the Congregational church. When leisure permits he turns to fishing for recreation.

JOHN HOWELL STUART

John Howell Stuart is the able young sales manager for the Temple-Stuart Company, a successful chair-manufacturing enterprise of Baldwinsville which is under the official control of his two brothers, Benjamin F. and Carl B. Stuart. Like them, he is a native of Princeton, Massachusetts, born April 22, 1899, and a sketch of his father, Arthur Lincoln Stuart, is printed separately. His mother bore the maiden name of Mary Gertrude Bartlett.

The early educational opportunities of John H. Stuart, afforded in the grammar and high schools of Princeton, were supplemented by more advanced intellectual training in Deane Academy and in Tufts College. Thus well equipped for the practical and responsible duties of life, he joined his father and brothers in their chair-manufacturing business at Baldwinsville, going on the road as a salesman for the Temple-Stuart Company, which he now represents as sales manager. At a recent date he personally secured an order for chairs to the value of about twenty-five thousand dollars, one of the largest orders in the history of the business.

On the 12th of January, 1925, in Gardner, Massachusetts, Mr. Stuart wedded Ruth Zander, of that city, and to them has been born a son, Donald. Mr. Stuart is a member of the Masonic and Odd Fellows fraternities and in religious belief is a Congregationalist. A young man of sterling character and estimable personal qualities, he is highly esteemed in both social and business circles of his community. Fishing and golf constitute his favorite forms of recreation.

CHARLES A. BARTLETT

Charles A. Bartlett was born in Rutland, Massachusetts, September 17, 1864, and is a son of Charles R. and Mary E. (Davis) Bartlett. After attending the public schools of his native town he was graduated from the Worcester Polytechnic Institute in the class of 1885 and received the

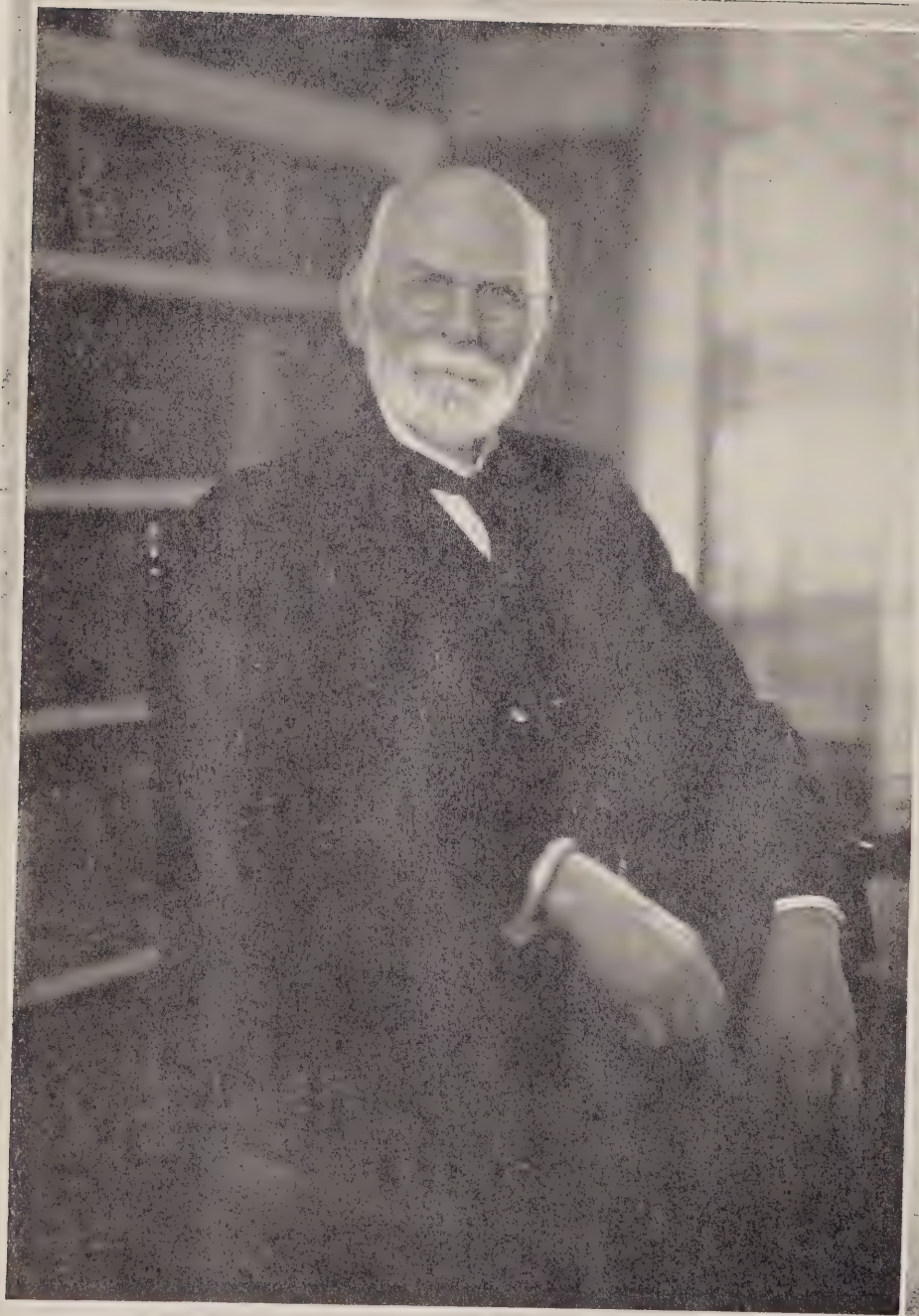
degree of Bachelor of Science. He then engaged in the survey, location and construction of railroads in the northwest until 1891. He was first with the St. Paul & Northern Pacific, aiding in the building of their line between St. Paul and Minneapolis, Minnesota, and later was a member of an engineering force engaged in a survey in South Dakota. He was next with the Minneapolis & St. Louis Railway Company and subsequently with the "Soo" Line and the Winona & Southwestern Railway Company. During the last connection he had charge of eighty miles of construction. In 1891 he became associated with the Graton & Knight Company, and in 1922 was elected to the office of treasurer, which he still fills.

On the 5th of January, 1888, Mr. Bartlett was married to Miss Nellie G. Spaulding, of Worcester, who died July 6, 1921. They had two sons. Edward C. served as a second lieutenant in the aviation corps during the World war and is now manager of the Cleveland (Ohio) division of the Wheelock-Lovejoy Company. Ralph S., who was born October 1, 1893, is now a salesman with C. I. Brink, of Boston.

Mr. Bartlett adheres to the Congregational faith and takes an active part in the work of the church. He is a member of the Worcester Congregational Club, the Worcester Country Club and the Worcester Chamber of Commerce. He has been active in behalf of the Worcester Polytechnic Institute Alumni Association, of which he was treasurer for ten years, and has also acted as treasurer of various trust funds. He finds recreation in outdoor life and each year takes a fishing trip.

JOHN P. STEVENS

John P. Stevens, president and treasurer of the Mann & Stevens Woolen Company of East Brookfield, has the distinction of being the oldest active manufacturer in Massachusetts and throughout the past half century has resided continuously on a farm in the vicinity of Leicester. He was born in Charleston, Maine, November 16, 1846, a son of Howard and Elvira (Page) Stevens, and acquired his education in the district schools of the Pine Tree state. He assisted his father in the operation of the home farm until twenty-two years of age, after which he devoted six months to logging in the Maine woods and subsequently spent a similar period in work on his cousin's farm. Then he came to Massachusetts, making his way to the town of West Upton, where he was employed by William Knowlton, a hat manufacturer, for six months. On the expiration of that period he went to New York city, where for a decade he was connected with Enoch W. Page in the capacity of bookkeeper. It was in May, 1879, that he took up his permanent abode in Leicester, Massachusetts, to go into the manufacture of woolen goods with his brothers-in-law, George and Billings Mann, Mr. Stevens taking a third interest in the business and having charge of the office and financial affairs. At different periods he worked in the mill, learning the manufacturing end of the



JOHN P. STEVENS

business. This mill was operated under the name of George Mann & Brother until 1897, when the business was incorporated under the name of the Mann & Stevens Woolen Company. Billings Mann died in 1900 and his brother, George, in 1915, and after their deaths, Mr. Stevens and his two sons took over the business and are conducting it at the present time.

In 1897, owing to the growth of Worcester, that city acquired the available water supply and the company moved its business to East Brookfield, where it has since been located. Though this is one of the smaller mills in the Bay state, the business has shown steady growth and it is incorporated for twenty-five thousand dollars. About eighty-five hands are employed in the plant and each year sees improvements in the way of new buildings and machinery. Unmistakable proof of Mr. Stevens' business ability is found in the fact that his mill has continued in successful operation when so many other woolen mills in Massachusetts are running only part time and a considerable number are closed. Still enjoying excellent health at the advanced age of eighty-three years, Mr. Stevens comes to the mill every day and remains an active factor in the woolen manufacturing business. His record is one well worthy of emulation and commendation, for he was practically penniless fifty years ago, as were also the Mann brothers, and the prosperity which he now enjoys is attributable to his progressive spirit, indefatigable industry, sound business judgment and honorable methods. Such time as is not occupied in the conduct of his woolen mill he spends on his farm near Leicester, which, as above stated, has been his home for a half century. Mr. Stevens has a farm which is stocked with thoroughbred Friesian and Holstein cattle.

In December, 1875, at Leicester, Massachusetts, Mr. Stevens was united in marriage to Elizabeth Mann, who passed away leaving two sons and a daughter, namely: J. Howard and Billings Mann, biographies of whom follow this; and Edith Maria, who keeps house for her father.

J. HOWARD STEVENS

J. Howard Stevens is associated with his father and his brother in the conduct of the manufacturing interests of the Mann & Stevens Woolen Company of East Brookfield, giving his attention to office management, purchases and sales. His birth occurred in Leicester, Massachusetts, April 26, 1881, his parents being John P. and Elizabeth (Mann) Stevens. On another page of this publication will be found extended mention of his father, who has to his credit a half century of continuous connection with the woolen manufacturing business in Worcester county.

In the acquirement of an education J. Howard Stevens attended Leicester Academy, the Classical high school of Worcester and Amherst College, being graduated from the last named institution in 1903. After

putting aside his textbooks he entered his father's woolen mill and, working in different departments, thoroughly familiarized himself with the business in principle and detail. His identification with the Mann & Stevens Woolen Company now covers a period of more than a quarter century and thus he brings to bear valuable experience in the discharge of his present important duties, which include office management and supervision of purchases and sales.

On the 15th of September, 1923, Mr. Stevens was married to Anne Cameron, of Portland, Oregon, and they are the parents of two children: John Cameron and Elizabeth Anne. Mr. Stevens belongs to the Manufacturers Textile Association and along more strictly social lines has membership in the Commonwealth Club of Worcester and in the Peter-sham Country Club. Golf is his favorite form of recreation. He also belongs to the college fraternity, Theta Delta Chi and in religious faith is a Congregationalist. By reason of sterling worth of character he has won many loyal friends throughout the community in which he lives and is highly regarded by all who know him.

BILLINGS MANN STEVENS

Billings Mann Stevens has since 1907 been associated with his father, John P. Stevens, and his brother, J. Howard Stevens, in the successful conduct of the Mann & Stevens Woolen Company of East Brookfield, having charge of the mechanical department of the mill. He was born at Leicester, Massachusetts, February 19, 1884, and has always lived within the borders of Worcester county. His mother, who bore the maiden name of Elizabeth Mann, has passed away. Further reference to his father, who is the oldest active manufacturer in this state, is made on another page.

Billings M. Stevens began his education as a public school pupil of Leicester, next pursued a high school course in Worcester and subsequently entered the Worcester Polytechnic Institute, from which he was graduated with the degree of mechanical engineer in 1905. During the two succeeding years he was identified with different manufacturing concerns and then joined his father and his brother in the conduct of their woolen mill at East Brookfield, working in various capacities in order that he might gain a comprehensive understanding of the business. Naturally inclined, however, toward the mechanical department, he has devoted the greater part of his time thereto, has simplified the mechanical apparatus of the mill and has made a number of improvements which greatly facilitate production. Aside from his manufacturing interests he is active in financial affairs as vice president and a member of the board of investment of the North Brookfield Savings Bank.

On the 15th of June, 1916, in Boston, Mr. Stevens married Karin Flod-

quist, of Worcester, Massachusetts, and they have two children, Richard and Marjorie. Mrs. Stevens is an active member of the Woman's Club.

A public-spirited and enterprising citizen, Mr. Stevens is making a very creditable record as chairman of the board of selectmen of North Brookfield, in which capacity he has served for the past nine years. Fraternally he is affiliated with the Knights of Pythias, while his religious faith is indicated by his membership in the North Brookfield Congregational church, of which he is a trustee. He is also a popular member of the Commonwealth Club of Worcester and the Petersham Country Club, and he turns to golf for relaxation.

FREDERIC B. WASHBURN

Back of all productive industries must stand those financial institutions which furnish the medium of exchange whereby business is carried on. From the age of seventeen years Frederic B. Washburn has had wide experience in banking and in the solution of those important problems which continually confront the financier. Since 1920 he has served as president of the Mechanics National Bank of Worcester and has been a most active factor in placing the institution upon a sound basis.

Mr. Washburn was born in Natick, Massachusetts, July 19, 1871; attended the grammar and high schools of his native city, and as a youth of seventeen years secured a clerical position in the Natick National Bank, in which he was employed for three years. He afterward spent a similar period in the North National Bank and the United States Trust Company of Boston and then became general clerk for the National Board of Redemption. Later he devoted two and a half years to the duties of assistant to W. E. Neal, state bank examiner, and for three years was one of the three bank commissioners of Massachusetts. On the expiration of that period he was made president and treasurer of the Worcester Five Cent Savings Bank and so continued until 1919. He next occupied the presidency of the Franklin Savings Bank of Boston for fifteen months and in 1920 was elected president of the Mechanics National Bank of Worcester. In this capacity he has since served and under his direction the business of the bank has steadily expanded. He has won for the institution unlimited public confidence, while his previous experience has brought to him a knowledge of banking in all of its phases that now stands him in good stead as the chief executive of the institution with which he is allied. His cooperation along financial lines has been sought by many corporations. He is a director of the State Mutual Life Assurance Company, the Worcester Consolidated Street Railways and the Worcester Electric Light Company. He is a trustee of the Worcester Five Cent Savings Bank and a director of the Worcester Morris Plan Bank and the Merchants & Farmers Fire Insurance Company.

On the 2d of November, 1902, Mr. Washburn was married in Boston to Miss Jessie A. Bailey, who passed away in 1912, leaving three children: Rodney, who was graduated from Williams College and is serving as cashier of the Mechanics National Bank of Worcester; Gordon B., also a graduate of Williams College; and Elizabeth, who attended the Bancroft School and Miss Hall's School at Pittsfield, Massachusetts.

Mr. Washburn belongs to the Masonic order, to the Algonquin Club of Boston, the Tatnuck Country Club, the Worcester Club and the Economic Club. He finds pleasure in golf but the major part of his time is concentrated upon his banking interests. His fellow citizens regard him as a man of rare judgment in financial matters, and thus his cooperation has been eagerly sought in various fields.

CLINTON S. MARSHALL

Terms in the superlative must continually be called into play in describing Massachusetts industries, for the world's largest and foremost representatives of many lines of business are here found. In this connection can be mentioned the interests of the American Steel & Wire Company in the Worcester district, for the plant in Worcester is the largest manufactory of wire rope in the world. The success of the enterprise is attributable in large measure to Clinton S. Marshall, who for many years was manager and is now living retired, enjoying a rest which he has truly earned and richly deserves.

Mr. Marshall was born in Rutland, Massachusetts, February 6, 1860, and obtained his education in the public schools of Worcester and in Wilbraham Academy. In 1879 he became connected with the Washburn & Moen Company as an employe in the tempering department. After two years he went with Morgan Spring Company as superintendent, occupying that position for ten years, on the expiration of which period he returned to the Washburn & Moen Company as a draftsman. He afterward established for that corporation a factory devoted to the manufacture of springs and when the business became a part of the American Steel & Wire Company he was made assistant superintendent of the South Works in 1901. In the following year he was promoted, becoming superintendent of the South Works, and in September, 1904, was chosen manager of the district, of which he had charge for twenty-four years, contributing in marked measure to the growth and success of the business. He was always active along inventive lines and designed various machines to make springs, which up to that time had been made on lathes. This was a slow and expensive process, and his inventions largely revolutionized the trade. He also perfected an electro-galvanizing machine which galvanized wire in one continuous operation. The American Steel & Wire Company is the largest manufacturer of wire rope in the world and its interests conducted in the Worcester district are in substantial measure the expression of the



CLINTON S. MARSHALL

inventive genius and business ability of Clinton S. Marshall. He still remains a factor in the life of the city as a trustee of the Peoples Savings Bank, as a director of the Worcester Bank & Trust Company, the Worcester Morris Plan Bank and the Liberty Insurance Company.

On the 4th of March, 1880, Mr. Marshall was married in Worcester to Miss Floretta Bigelow, and they have two daughters: Charlotte M., now Mrs. P. Alden Beaman; and Helen M., who is the wife of Harold A. Allen.

With his retirement from business Mr. Marshall took up his abode upon his farm, greatly enjoying life amid rural surroundings. He finds keen pleasure in fishing and hunting as well as in travel, and leisure now permits him to indulge his wishes along those lines. He attends the Congregational church and is a member of the Worcester Club. He has long been associated with the Chamber of Commerce, of which he is a director, and of the Worcester Polytechnic Institute he is a trustee. His identification with military affairs covers five years' service with the Worcester City Guard. He takes a keen interest in the affairs of the Massachusetts Fish & Game Corporation and is one of its members. Fraternally he is both a Mason and an Odd Fellow and in the former organization has taken all of the degrees of the York Rite bodies, has attained the thirty-second degree in the Scottish Rite, and is a Noble of Aleppo Temple of the Mystic Shrine. His has been a life of untiring activity and of marked usefulness, not only in the field of business but in connection with various civic interests which have been of great worth to the community.

WILLIAM P. SULLIVAN

A well equipped plant is that of the R. T. Sullivan Company of Newton Lower Falls, whose product is wool waste, noils and wool shoddies. William P. Sullivan became connected with this business in 1924 as its president and treasurer. He was born in Newton, Massachusetts, in June, 1886, a son of Richard T. and Julia M. (Sullivan) Sullivan, the former a native of Wellesley, Massachusetts, and the latter of Ohio. After completing a course in the Newton high school W. P. Sullivan entered Harvard University and was graduated with the class of 1911. The business world then claimed him, his initial experience being received with Winslow & Company, with which firm he remained for thirteen years, becoming manager of the oil and waste department. In 1924, upon the death of his brother, he took over the business of the R. T. Sullivan Company, handling wool waste, noils and wool shoddies. He became president and treasurer of the organization in the year in which he became identified with the business and now has one hundred employes working in what is regarded as one of the best equipped plants of the kind in New England.

On the 4th of February, 1914, in Newton, Mr. Sullivan married Miss Helen Clifford, of Dorchester, Massachusetts, and they have two children: Virginia, fourteen years of age; and William P., Jr., a lad of ten.

The religious faith of Mr. Sullivan is that of the Catholic church. He belongs to the Newton Chamber of Commerce, of which he is now a director, and he has membership in the Harvard Club of Boston and in the Woodland Golf Club, the latter indicating the nature of his relaxation and recreation. But there is comparatively little leisure time for him to enjoy a game on the links, as he gives close attention to his business affairs, which he is now carefully and profitably directing.

WILLIAM D. MILLER

William D. Miller has since 1915 been at the head of an extensive chair manufacturing enterprise of South Ashburnham as president of the W. F. Whitney Company, Inc., with which he has been continuously identified for more than a quarter of a century. He was born in Haverhill, Massachusetts, June 27, 1876, a son of William K. and Sarah (Davis) Miller, and pursued his education in the grade and high schools of that place. Subsequently he was employed as bookkeeper in a Boston bank for four years, on the expiration of which period he went to Paris, France, where he spent two years in the study of language and literature. In 1903 he accepted a clerical position in the office of the W. F. Whitney Company, Inc., of South Ashburnham, Massachusetts, of which he was made assistant treasurer three years later. Since the death of Mr. Whitney in 1915 he has been president of the corporation. He is also a director of the First National Bank of Gardner, Massachusetts, and is widely recognized as a successful representative of industrial and financial interests.

On the 25th of August, 1904, Mr. Miller was married to Celena Whitney, of Ashburnham. Their daughter, Alice, was graduated from both Wellesley College and Radcliffe College and is now the wife of F. S. Dean. Mr. Miller has membership in the University Club of Boston and turns to tennis for recreation when leisure permits.

OLIVER J. SCHOONMAKER

For nearly a quarter of a century, or since the beginning of his business career in 1906, Oliver J. Schoonmaker has been continuously connected with the W. F. Whitney Company, Inc., chair manufacturers of South Ashburnham, which for many years he has represented in the official capacity of treasurer. A native of Hurley, New York, he was born October 24, 1882, to Silas and Deborah (Carpenter) Schoonmaker. In the acquirement of an education he attended the public schools of Hurley and also pursued a course in Kingston Academy prior to matriculating in Harvard University, from which he was graduated with the degree of

Bachelor of Arts in 1906. On entering the business world he identified himself with the chair manufacturing plant of the W. F. Whitney Company of South Ashburnham, Massachusetts, with which he has been continuously connected to the present time, working in various capacities and thoroughly acquainting himself with the industry in principle and detail. He became clerk of the corporation in 1910 and a few years later was made treasurer, in which official position he has since contributed materially to the continued growth and success of the business. While the W. F. Whitney Company is not one of the largest in the chair industry, it enjoys an enviable reputation for the high quality of its output and furnishes employment to two hundred men in filling its orders. Aside from his official connection therewith Mr. Schoonmaker is the president of the Schoonmaker Chair Company of Concord, New Hampshire, a director of the William Leavens Company of Boston, a director of the Teepe-Whitney Corporation of New York city, and a director of the Gardner Trust Company.

On the 21st of October, 1910, Mr. Schoonmaker was united in marriage to Edith Whitney and they are the parents of two children, David and Jean, who are attending preparatory schools.

Active in community affairs, Mr. Schoonmaker is rendering effective service to the cause of education as chairman of the school committee. When the United States entered the World war he attended the Officers Training Camp at Plattsburg, New York, and was commissioned a second lieutenant, and when hostilities ceased he was honorably discharged as major of the Seventh Division. He belongs to the Grange and to the Independent Order of Odd Fellows and in Masonry has attained the thirty-second degree of the Scottish Rite. His name is likewise on the membership rolls of the Oak Hill Country Club, the Harvard Club of Boston and the Army & Navy Club, and his favorite forms of recreation are tennis, golf and riding.

JOHN E. WHITE

John E. White, president of the Worcester Bank & Trust Company, has been associated with financial interests throughout his entire connection with business life and has reached his present office through an orderly progression that indicates a faithful and efficient performance of every duty that has devolved upon him.

Mr. White was born in Lawrence, Massachusetts, December 13, 1873, and there pursued his studies until the completion of his high school course, afterward joining the clerical force of the National Pemberton Bank. He was next a cashier in the Martha's Vineyard National Bank and since 1915 has figured in financial circles of Worcester, having in that year become president of the Worcester National Bank, which later was merged with other moneyed institutions to make the Worcester Bank &

Trust Company. Of the latter he remains president, and various other business institutions of the city likewise benefit by his sound judgment, which has resulted from long and varied experience. He is today a director of the Denholm & McKay Department Store of Worcester, the Graton & Knight Company, the Worcester Consolidated Street Railways, the New England Steamship Company, the Bankers Mortgage Company and the Wyman-Gordan Company, while of the Worcester County Institution for Savings he is a trustee.

In October, 1895, Mr. White was married to Miss Martha Hosmer Proctor, of Billerica, Massachusetts, and they have one daughter, Katharine Proctor. Mr. White finds rest and recreation in travel and in yachting. He belongs to the New Bedford, Edgartown and Vineyard Haven Yacht Clubs, to the Worcester Club, the Worcester Country Club, the Tatnuck Country Club and the Algonquin Club of Boston. He is an ex-president of the Worcester Chamber of Commerce and is a Knight Templar and Consistory Mason. His political endorsement has always been given to the republican party, and he has exerted a widely felt influence in this connection, taking an important part in shaping the legislative activities of the state. He was a member of the Massachusetts house of representatives in 1905, of the state senate in 1910-11, and during 1912-13 filled the office of state auditor. He has closely studied public problems, and his keen insight enables him to reach logical conclusions as to the worth of any project or movement inaugurated, and his labors have been just as effective and resultant in behalf of the public welfare as in the conduct of his private business interests.

EDWARD M. RICKARD

Edward M. Rickard, president of The Rickard Shoe Company, Haverhill, is a man who has devoted his life to the shoe industry and is one of its best known figures. Mr. Rickard was born in Rochester, New York, August 29, 1870, which city was also the birthplace of his father and mother, Joachim P. and Mary (Craddock) Rickard. The father had an enviable reputation as a manufacturer of quality shoes, and it was natural for Edward to follow in his footsteps.

After going through the public schools in Rochester, Edward M. Rickard set himself to learn the shoe business thoroughly, to that end working in such centers as Lynn and Philadelphia. With characteristic spirit of independence he did not work for his father until he had by himself become proficient in all branches of the business.

Organizer of the Rickard-Gregory Company of Lynn while still a young man, he conducted this business until he sold it in 1914 to operate independently as The Rickard Shoe Company. For years in Haverhill his plants have given steady employment to upward of seven hundred employes, whose loyalty toward him and complete confidence in him are Mr. Rick-



EDWARD M. RICKARD

ard's greatest pride. He is one of those manufacturers of the old school who have kept abreast of the changing conditions in the shoe industry, and the combination of his long experience and up-to-date viewpoint puts him in a unique position. Illustrative of his ability as a leader of men, it can be recorded that during the three years in which he was president of the Haverhill Shoe Manufacturers Association no labor disturbance whatsoever occurred in any of the member factories.

In September, 1891, Mr. Rickard was married to Miss Vina M. Claremont of Springfield, Massachusetts. Their eldest son, Joachim D., was graduated from Harvard and studied law in Spain, where he has been accorded the distinction of membership in the Royal Spanish Academy. He was one of the first Americans to be admitted to the Spanish bar. Representing the A. B. C., the oldest Spanish newspaper syndicate in existence, he traveled around the world on the Graf Zeppelin. Mr. Rickard has three daughters: Edwina, who graduated from Simmons College; Antoinette, a graduate of Vassar College; and Geraldine, now a senior at Vassar. Mr. Rickard's second son, Henry, represents the third generation of his family in the shoe business. At seventeen years of age as assistant to the consul at Madrid, Spain, Henry was the youngest man in the diplomatic service. He returned to study at the Massachusetts Institute of Technology, where he carried on extensive research in shoe manufacturing methods, receiving his degree in 1926. He is now associated with his father and has charge of the manufacturing end of the business. Three younger sons are still in school. James, a Princeton graduate, is in Paris studying international law; Edward M., Jr., is a freshman at Technology; and Charles is at Chauncey Hall preparing for technology.

Mr. Rickard has served as director in various trades associations and at present is vice president of the National Boot and Shoe Manufacturers Association. The Andover Country Club, of which he is president, is Mr. Rickard's chief recreational interest. While he claims always to have been only a duffer, it takes a crack golf player to beat him. He belongs to the Boston Athletic Association, Nashua Country Club, Pentucket Club, and the Friars Club of New York.

COLONIAL CANDLE COMPANY OF CAPE COD

The story of this unique concern, published in an attractive booklet entitled "The Business That Was Built From a Bayberry," is entertainingly told as follows:

Of the many things for which this country of ours is remarkable, none stands out with greater clearness than the opportunities, the possibilities which it offers the individual to achieve success—unhampered by traditions of race or caste, or by environment. The history of the Colonial Candle Company of Hyannis, Cape Cod, Massachusetts, is an interesting example of this opportunity. But let us begin at the beginning of what

is today one of the most flourishing as well as one of the most unusual industries on old Cape Cod. Let us step back twenty years to the evening in the year 1908 which all unknowingly marked the birth of the Colonial Candle Company.

In the kitchen of a typical Cape Cod home at Hyannis, Massachusetts, a woman is working—a slight, dark-eyed woman scarcely past her bridal days. Her home duties are finished, but she moves briskly from the kitchen stove where a great iron kettle gives forth a delicate, agreeable odor, to a table on which is a deep dish dipped full from the contents of the ancient kettle. Seating herself, she drops into the deep dish what to the casual observer would seem to be a bit of white string. A moment—and she draws it out. It is covered with the contents of the dish—of a light jade color and sweet smelling. Again and again the “string” is dipped. Bit by bit it gathers to its sides the mixture of the dish. Fatter and fatter it grows until suddenly one realizes that it is a candle in the process of making—a bayberry candle.

The candle maker was Mrs. Mabel Kimball Baker, the wife of Walter D. Baker, owner at that time of the Walter D. Baker Department Store. Mrs. Baker was making bayberry candles, not to while away a lonesome evening, or for the pleasure of reviving an ancient Cape Cod custom, but because Christmas was plainly visible in the offing and due to lower sail and drop anchor shortly in Hyannis. So, casting about for a means to procure the number and character of holiday remembrances which such a woman as Mrs. Baker would insist upon giving, she bethought herself of the bayberry candle.

Now in the days of Myles Standish and John and Priscilla Alden—and many generations thereafter, too—all colonial housewives made their own candles, mostly from bayberries, the light green waxy berries of a bush which spread itself pretty much over New England and grew in greatest profusion on the Cape. But with the coming of kerosene, of gas and finally electric light, candle making had become one of the lost arts, and for years the bayberry had grown unmolested. So long in fact was it since bayberry candles had burned brightly and given forth their pleasing fragrance in South Shore homes, that Mrs. Baker concluded that right in Hyannis, surrounded by unnumbered acres of its own bayberries would she find enthusiastic holiday recipients of her bayberry candles. And so—while the head of the Baker household passed out newspapers, magazines, and general merchandise to the town folks, Mabel Kimball Baker sat in her Cape Cod kitchen and dipped wicks into her deep dish filled with the fragrant melted wax of bayberries. And her surmise regarding the sort of reception which would be accorded her unusual gifts proved correct. Her friends were delighted with their bayberry candles, promptly burned them up because they gave such a brilliant light and dispensed such a pleasing odor—and asked for more, this time at a price.

So Mrs. Baker began making bayberry candles to sell in her husband's general store. Daytimes she gathered the gray-green berries, cooked them in the ancient kettle, skimmed off the bayberry wax, refined

and strained it, and during the long evenings dipped her wicks and made her candles. The demand grew beyond the town of Hyannis. A small first order for twelve boxes, placed in 1910 by Samuel Ward, a leading Boston stationer, from whom Mr. Baker made stationery purchases, was repeated in double, treble and quadruple quantities. Soon other retailers in similar lines of business began to order and reorder Mrs. Baker's bayberry candles. Bayberry pickers were hired. Extra "help" crowded her little kitchen, and throughout the little village of Hyannis many hands were busy dipping bayberry candles to supply the growing demand. Mr. Baker gave as much time as possible from his own business to the sale of his wife's enterprise—burning the candle at both ends, as it were—until finally he became aware that a real opportunity had been born. Realizing that the need of the new business was one of operating capital Mr. Baker sold out his store in 1921 and erected a well equipped modern candle factory. Salesmen were hired. Distributing agents were appointed, and Mrs. Baker's candles gradually became as famous as those other well known works in wax of a certain Mrs. Jarley.

But all this expansion was not due to demand for bayberry candles alone. The rapid increase in the business was due principally to an idea of Mr. Baker's to produce a solid color hand-dipped candle. There were colored candles on the market, but they were simply white candles dipped in color. This coating soon chipped off, exposing the white beneath, giving them an appearance objectionable to particular women. Pages would not tell of the weeks of experimentation by chemists with wax-soluble pigments, of the selection of colorings—and of the failures and disappointments—before the beautifully colored Colonial Candles which now adorn so many homes were perfected. The Colonial Candle Company was therefore the first concern to produce solid color candles, which are now made in thirty-seven colors.

Another successful origination was the production of colored candles with candlesticks to match. The idea met with instant favor, and while it has been used since by other concerns, it was the exclusive creation of the Colonial Candle Company and contributed to the rapid growth of its business. Of course, the growing vogue in recent years for candles on the dinner table, in the sleeping rooms and other parts of the well appointed home, has been one cause of the growth of the Colonial Candle Company. Although one might turn the thing about and very pertinently ask: Have not the beautiful and unusual products of the Colonial Candle Company had much to do with popularizing the formerly homely and humble candle?

Colonial candles are all hand-dipped—with the exception of the "Character Candles." It is this building up of the candle coat by coat which gives them their quality and body. The final dippings, or about half of the usual thirty-five, are made in hard waxes, which give the candles a shell that withstands the warmest climate and makes them practically dripleless as the wax is consumed inside the slowly burning, cup-like top formed by the hard outer shell. This improvement in the method

of making candles also gave the business a decided impetus, as it made possible the use of candles in many sections where the heat quickly destroyed ordinary candles. California, for example, is today one of the best markets for Colonial candles. Cape Cod souvenirs and novelties have also been added to the line, and considerable business is done on many quaint and interesting items offered with Colonial candles.

But let us take a view of what has been accomplished since that evening twenty years ago when Mrs. Baker worked alone with the jingling bells of Santa Claus' reindeer in her ears. The old kitchen still exists, but it is tucked away in a nest of low, rambling wooden structures which have been built on to meet the need of expansion. In these new structures you will now find the office, alongside that, the gift shop where every summer thousands of visitors to Hyannis purchase their Cape Cod souvenirs or gifts for the holidays. Back of the gift room is the shipping room, and also a display room for the benefit of buyers from the big retail stores. And further aft, to use the vernacular of Cape Cod folks, is the long building which houses the wax-melting equipment and the long line of tables where the dipping is done, and where six thousand Colonial candles can be turned out in a day. In 1927 nearly two million were made and sold. Sixty-five people are employed, and twenty-five salesmen are required to dispose of the Colonial products, now sold in every state in the Union and throughout England and Canada. Candles are carried in stock in Chicago and Los Angeles and orders for middle west and Pacific coast are shipped from these two points.

The "Character Candles," quaint representations in candle form of personages such as John and Priscilla Alden, Scotch Lad and Lassie and other figures, are also moulded in this long factory building. This is another original idea of the Bakers', the first candles of this type having been produced in their factory. Around the corner of the gift room previously mentioned is located a group of artists who paint the character candles in their costume colors.

And yet with all this expansion there is no room to produce the famous Colonial bayberry candles. They are made in the nearby Cape Cod homes by skilled "dippers," on a piece-work, spare-time basis, as they require no coloring other than that of the natural bayberries.

Visitors to Hyannis are cordially welcomed at the Colonial Candle Company, and every week during the summer months hundreds troop through the buildings. It is fascinating to watch slender wicks become fat and robust from their repeated dippings in the beautifully colored wax. It is interesting to note the skill with which the expert candle maker tapers and shapes the slender "whip" candles, from eighteen to twenty-four inches in length. And it is amusing to see the artists with a few deft touches bring to life from a bit of moulded white wax a Priscilla, a John Alden, a Queen Elizabeth or a Ben Franklin.

After watching the making of Colonial candles it is easy to understand why the business has grown. For every candle sent out today expresses the ideal which Mrs. Baker embodied in her first bayberry can-

dles. They were the very best she could possibly make. And today Colonial candles are the very best which a modern plant and skilled workers can produce.

HOWARD W. NESTER

Among the younger and successful representatives of industrial interests in Worcester is Howard W. Nester, vice president and treasurer of the Parker Wire Goods Company, which operates a splendidly equipped plant for the manufacture of wire goods, wire hardware and pressed metal commodities. He was born at Geneva, New York, June 21, 1891, his parents being Frederick T. and Rose W. (Pickett) Nester, the former a native of Phelps, New York. His education was begun in the public schools of Geneva and continued in St. John's School of Manlius, New York, while subsequently he matriculated in Cornell University, from which he was graduated with the degree of Civil Engineer in 1913. His initial experience in the business world came to him during two years' service in a Geneva bank, after which he embarked in an independent venture as a produce merchant, being thus engaged for three years. During the succeeding period of three years, from 1917 until 1920, he was on military duty, enlisting in the air service when the United States became involved in the world war. He went through ground school and after becoming a finished flyer was promoted to the rank of captain and saw considerable overseas service. Aviation is his hobby and he is now a member of the Officers' Reserve Flying Corps.

After returning to the pursuits of civil life Mr. Nester spent a period of eighteen months with the Norton Company of Worcester in the engineering department of its wheel division and was next connected for six months with the Simplex Time Recorder Company in the capacity of assistant sales manager. Then in 1922 he identified himself as assistant general manager with the Parker Wire Goods Company, of which he was later made treasurer and which he now represents in the dual official capacity of vice president and treasurer. His efforts have contributed in large measure to the steady growth and success of the company, which is capitalized for one hundred thousand dollars and furnishes employment to one hundred and fifty people. A new plant with greatly increased capacity was erected in 1923. The company maintains sales organizations in New York, Chicago and San Francisco and has expanded its operations to include the manufacture of cutlery, having recently bought out a small cutlery establishment. We quote from "Industry": "The Parker Wire Goods Company, founded in 1901, has been specializing for twenty-eight years in the manufacture of wire hardware, special wire forms, metal stampings, and metal athletic accessories for both domestic and foreign trade. In 1923 the company erected and occupied what is considered the finest plant in the country devoted to wire working. Its

present facilities for the manufacture of wire hardware and special wire forms for manufacturing consumers are unexcelled. Parker products are shipped all over the world, and every effort is being made to uphold Worcester's reputation as an international wire working center. The personnel of the organization embodies many highly skilled workers who for years have been especially trained to produce accurate and intricate wire forms, and the capacity of their tool makers and designers is of a very high order. This has enabled the company to render signal service to a great number of manufacturing consumers by the re-developing of expensive castings and stampings into economical wire forms which serve their purposes equally well, at a greatly reduced cost."

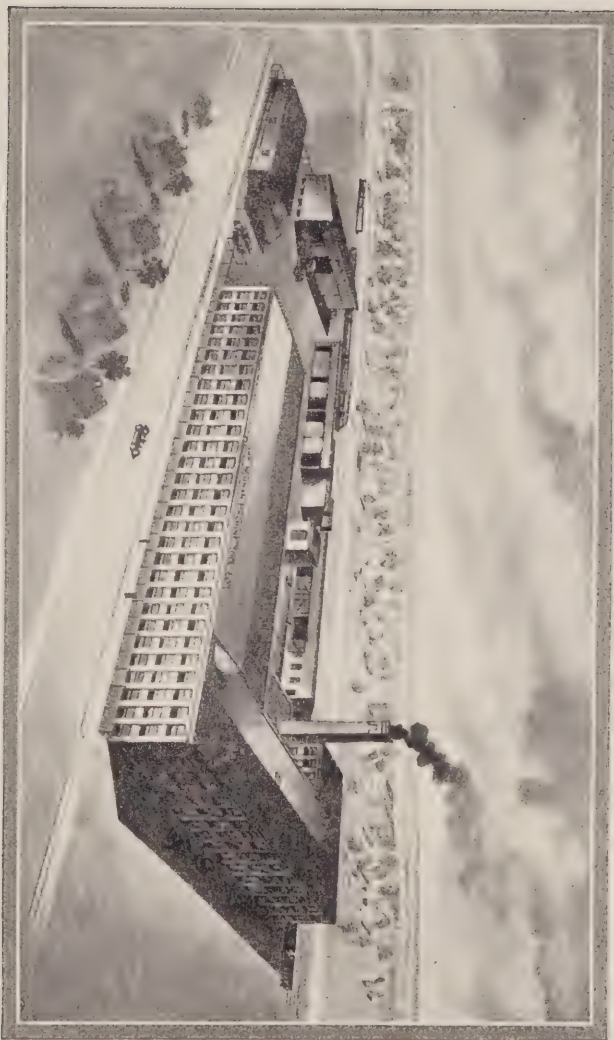
On the 14th of May, 1913, in Washington, D. C., Mr. Nester was united in marriage to Ellen Dunwoody, of the national capital. They are the parents of three children, namely: Howard W., Jr., born March 6, 1914; Tyrrell H., born May 17, 1915; and Hope, born May 7, 1918. Mrs. Nester is serving on the board of directors of the Young Women's Christian Association, also has membership with the Daughters of the American Revolution and takes an active part in the work of various charitable and church organizations.

Fraternally Mr. Nester is affiliated with the Masonic order, in which he has attained the thirty-second degree of the Scottish Rite, belonging to Scioto Valley Consistory and also to Antioch Temple of the Mystic Shrine. His religious faith is indicated by his membership in All Saints Episcopal church, while as a clubman he is connected with the Lions, Worcester and Quinsigamond Boat Clubs.

VAN NORMAN MACHINE TOOL COMPANY

The Van Norman Machine Tool Company came into existence in 1912 as the outgrowth of the watch tool business established in Waltham, Massachusetts, in 1877 by Caleb H. Van Norman and his son Charles E. Van Norman, for the purpose of manufacturing watch tools used in watch manufacturing and watch repairing, and carried on under the name of the Hopkins Watch Tool Company. In 1886 Charles E. Van Norman disposed of his interest to his brothers Fred D. Van Norman and Edmund F. Van Norman, who later changed the name of the company to the Waltham Watch Tool Company. After spending a year with the Healey Manufacturing Company in Concord, New Hampshire and two years with the Ames Sword Company in Chicopee Falls, Massachusetts, Charles E. rejoined his brothers in the Watch Tool Company.

In 1890 the business was removed to Springfield and its activities at that time were confined to the making of watch tools and precision machinery until 1897, when Mr. Van Norman designed and patented the machines which became known as the Van Norman Duplex Milling machines. A line of bore grinders was later added, and beginning in 1914 several



VAN NORMAN MACHINE TOOL CO.

sizes and types of machines for the grinding of raceways on ball bearings were added. In 1921 the company began the development of machines and appliances for service work in connection with the automotive industry. Something of the continuous development of the business is indicated in the fact that today the company employs three hundred and seventy-five workmen, and that on three different occasions the plant has been enlarged to meet the growing demands of the trade, the last addition being built in September, 1928.

The president and executive head of the company is Charles Edward Van Norman, who was born in Hamilton, Ontario, Canada, October 6, 1859, and is a son of Caleb H. and Elizabeth S. Van Norman. He attended the local schools and the Hamilton Collegiate Institute, where he completed a collegiate course when fourteen years of age. For four years thereafter he was in ill health, and when he had sufficiently recovered, he joined his father in the watch tool business in Waltham.

Mr. Van Norman's long experience in the making of fine tools and precision machinery, and later in the manufacture of machine tools, has given him a thorough knowledge of the work in all his departments, and he is thus able to wisely direct the activities of the force of workmen now in the employ of the company.

In 1895 Mr. Van Norman married Miss Anna C. Whitcomb of Waltham, Massachusetts, who died in the following year. In Ottawa, Canada, in 1906, he was married to Miss Edith H. Lyon. His activities have largely been centered upon his business affairs and he is now well known in financial as well as manufacturing circles of Springfield, being one of the directors of Springfield-Chapin National Bank & Trust Company. He is widely and favorably known in his particular field of manufacturing, where he enjoys an unassailable reputation for dependability in the line of goods turned out and his reliability in all trade connections.

S. A. WOODS MACHINE COMPANY

The S. A. Woods Machine Company of Boston is one of the pioneer industrial concerns of the city. The business has existed under its present name since 1854 and throughout the intervening period, covering more than three-quarters of a century, the enterprise has been characterized by a spirit of progressiveness that has made it a leader in this particular field. The S. A. Woods Machine Company has displayed marked originality and initiative in bringing about improvements that have been of the greatest benefit to the trade—improvements resulting in modern production efficiency. Until the twentieth century machinery manufacturers everywhere were undertaking to build a full line of machines for every woodworking requirement. The S. A. Woods Machine Company was following the course, as did all other concerns of the kind, and up to 1900 had built every type of woodworking machine with the exception of two.

Mr. Woods, however, was studying the trend of the times. He noted the tendency toward specialization in other fields and believed that specialization in woodworking machinery would be a progressive step, reducing manufacturing cost, increasing volume and enabling the company to turn out better machines. Accordingly they decided to concentrate on three or four closely inter-related types of machines. The wisdom of the course was manifest in the fact that within a few years other manufacturers were following their example, and the idea is now universally used among woodworking machinery plants, both in the United States and other countries, while the specialization idea has reached its fullest fruition in the organization of the Association of Production Machinery Specialists.

The S. A. Woods Machine Company, moreover, has introduced many improvements in machinery design and construction. It was the first to demonstrate the importance of dynamic balance in cutterhead cylinders to the trade. Every cutterhead turned out by the Woods factories is tested for correct balance at any rate of high speed by running the heads on shafts turning on air or on air cushions around the pulley belt. The principle which they introduced drew to their factory mechanical engineers and technical institute professors from all parts of the United States to learn the secret and significance of the process. In the Woods factory the modern jointer and profiler were also originated, together with the short stock hopper feeding attachment for molders, which handles stock of promiscuous lengths, thicknesses and widths without sorting.

Throughout the conduct of the business the pioneering spirit has been strongly manifest, for the S. A. Woods Machine Company has constantly worked along the lines of improvement, development and progress, and their efforts have brought forth most valuable and far-reaching results. Naturally there have been changes in the personnel of the organization but Solomon Woods had worthy successors in the men who have filled office, shaped the policy and directed the activities of the company. The president, Harry C. Dodge, became connected with the business in 1905 and bent every energy toward familiarizing himself with plant operations and with the sales end. He won various promotions and in 1912 was called to the presidency of the company. A man of broad vision and great resourcefulness, he is widely known in trade circles, and his contribution to the success of the S. A. Woods Machine Company has been a most valuable one. Associated with him is Ralph Lowe, Jr., now the vice president, who joined the Woods Company when a lad of fourteen years. Realizing the value of an education, he attended night school until he had completed the high school course, after which he studied in Lowell Institute and in the State University, receiving diplomas from both. Under the guidance of Mr. Dodge and Mr. Lowe the business has continuously forged forward. They have perfected and brought out the endless traveling feed bed system as applied to molders, matchers, planers and flooring machines, this being a most valuable contribution to production efficiency. While the idea was not a new one, seemingly insurmountable difficulties had been encountered in perfecting it for practical use, but this was at last accomplished, and the

Woods Company received basic design patents on the new traveling bed, which is especially adapted to running light or low grade stock with the absolute minimum of breakage.

Another contribution of the Woods Company of great value has been made in connection with electric motors. As early as 1918 Mr. Dodge realized that the trend toward economy in woodworking operations must lead eventually to individually motorized machines. The advantages of individual motorization were so obvious to him that he immediately set out to incorporate this feature in Woods machines. Owing to the war, circumstances were most discouraging. He could get no electrical equipment company to take up his idea, and so he brought his own initiative and ability to the task of producing individualized motors. Moreover, this would enable him to control the quality of the motors, regardless of competition. He secured the services of J. B. Wiard, an outstanding authority in the electric motor field, and since that time the Woods motors have been built according to the highest possible standards and have introduced to the trade numerous improvements productive of superior electric motor efficiency and durability. The demand for Woods motors has steadily grown, notwithstanding their cost, because of their superior quality and craftsmanship. Today ninety per cent of the motors made in the Woods plant are for use on machines of other makes.

From the beginning the S. A. Woods Machine Company has not merely stated the worth of its products but has originated the demonstration method of selling machines—a method that is now universally followed. In seventy-five years no backward step has ever been made by this organization. Its course has been one of continuous progress, and its position one of leadership in fields hitherto unknown and which have brought forth notable and gratifying results to the trade everywhere.

HARRY CRANE DODGE

Harry Crane Dodge, president of the S. A. Woods Machine Company of Boston, has given his attention to executive control of the business of manufacturing wood-working machinery and induction motors since 1912. He had previously been associated with the organization for a number of years, and its steady growth is attributable in large measure to his efforts and business capability.

Mr. Dodge was born in Woburn, Massachusetts, October 31, 1881, and is a son of Frank Faden and Ellen (Crane) Dodge. After attending the public schools of Woburn and the Boston Latin School he entered Harvard University as a student in the Lawrence Scientific School. When his college days were over he spent a year in special work with the Bell Telephone Company, gathering information on subsidiary companies. At the end of that time he entered the employ of the S. A. Woods Machine Company as a salesman and was in the south, where he established and man-

aged their southern office for several years. Later he was connected with the plant at Boston as sales manager and as secretary of the corporation and in 1912 was elected president of the company, which operates a well equipped plant for the manufacture of woodworking machinery and induction motors, the most modern processes being employed in the production of the output. Mr. Dodge is also president and one of the directors of H. C. Dodge, Inc., of Boston, manufacturers of hand power cultivators, power driven lawnmowers and electric home lighting plants. He is a director of the State Street Trust Company of Boston. He is also president and director of the W. B. Mershon Company of Saginaw, Michigan, and at various times in the last fifteen to twenty years has been the executive head of several large manufacturing interests in Massachusetts.

In New York city, Mr. Dodge was married to Miss Angela Montinell, of California. Their legal residence is Jacksonville, Florida, although business makes it necessary for Mr. Dodge to spend much of his time in Boston. He is a member of the Harvard Club, the University Club, the Engineers Club of New York, the Commonwealth Country Club and other country clubs both of Boston and Jacksonville.

RALPH LOWE, JR.

Throughout the past three decades Ralph Lowe, Jr., has been continuously identified with the S. A. Woods Machine Company of Boston, manufacturers of wood-working machinery and induction motors, and in this connection has worked his way steadily upward from the position of office boy to a place of executive responsibility, being now vice president and secretary of the corporation. He was born in Boston, Massachusetts, August 6, 1885, his parents being Ralph and Margaret Gertrude (Cassidee) Lowe, natives of Boston and of Worcester, Massachusetts, respectively. They were married in Boston and here the mother passed away in 1924. The father, a tool maker by trade, still resides here and is widely and favorably known throughout the city. He gives his political allegiance to the republican party and fraternally is affiliated with the Masonic order.

Ralph Lowe, Jr., began his education in the schools of Boston and subsequently pursued special courses of study in the state university and in Lowell Institute. It was in 1900, when fifteen years of age, that he secured employment as office boy with the S. A. Woods Machine Company, conducting a business which had been established in 1854 and was incorporated in 1873. Mr. Lowe demonstrated his capability and truthworthiness in the conscientious discharge of the duties entrusted to him and in 1909 became department manager. Three years later, in 1912, he was made assistant secretary, in 1916 was chosen secretary, in 1924 became second vice president and in 1926 was elected vice president. He has been a director of the company since 1912 and his efforts have long constituted an element of value in the steady expansion and continued success of this

important industrial enterprise. Moreover, he is vice president and a director of the W. B. Mershon Company, manufacturers of saw machinery in Saginaw, Michigan, which is owned and controlled by the S. A. Woods Machine Company. As vice president and director he is also active in the development of the business of H. C. Dodge, Inc., of Boston, manufacturers of agricultural implements and special machinery, and he figures in financial affairs as vice president of Uphams Corner Cooperative Bank of Dorchester, Massachusetts, and as a trustee of the Dorchester Savings Bank. He is likewise a director of the Service Mutual Liability Insurance Company of Boston and he has long enjoyed high standing in business circles of his native city.

In 1910 Mr. Lowe was united in marriage to Miss Ella Mann Eadie, a native of Boston and a daughter of William and Susan E. (Holt) Eadie, representing an old colonial family. They are the parents of two children, Kenneth Marshall and Phyllis Elmira, and they occupy an enviable position in the social circles of the city which has always been their home. Mr. Lowe is a very active member of the Masonic order and also belongs to the Boston City Club and to the Boston Chamber of Commerce.

HECTOR E. MOINEAU

Hector E. Moineau has developed a successful industrial enterprise as president of the Marlboro Wire Goods Company, manufacturing a complete line of wire goods specialties, with plant at Marlboro. He was born in Spencer, Massachusetts, March 22, 1881, a son of Isaac and Sophie (Gosselin) Moineau, and pursued his education in the Marlboro grammar schools. When still but a young schoolboy he repaired bicycles and sharpened skates in his father's barn and as a youth of fourteen years he worked in a shoe factory for a few months. Subsequently he made his way to Springfield, Massachusetts, where he spent two years in learning the machinist's trade with the Wason Manufacturing Company, car builders. Thereafter he returned to Marlboro and for eight years was employed in the foundry department of the Parson Machine Company, thoroughly acquainting himself with the work. Then he embarked upon an independent venture by purchasing a small general repair shop in Worcester, Massachusetts, where he did odd repairing and jobbing machine work for a year. On the expiration of that period he moved his business to Marlboro and incorporated his interests under the name of Electro-Weld Company, specializing in the making of kitchen utensils out of welded wire parts. He was thus active for a period of twelve years, during which his business steadily increased. When the World war broke out he organized the Marlboro Products Company for the manufacture of 8-mm. bullets for the French government and in 1918 organized the Marlboro Metal Works, which handled contracts for the manufacture of 11-mm. bullets for both the French and American governments. In 1920

he liquidated these concerns and the following year organized the Marlboro Wire Goods Company, beginning operations with but three employees. Some idea of the enormous growth of the enterprise under Mr. Moineau's able direction may be gained from the fact that he now employs one hundred and twenty workmen and is building an addition to his plant. He does his own designing and engineering, for which he has a natural talent, never having received any technical training along those lines. He is also active in local financial affairs as a director of the Marlboro Cooperative Bank and of St. Mary's Parish Credit Union.

On the 24th of October, 1905, in Marlboro, Massachusetts, Mr. Moineau was united in marriage to Lucy M. Fontaine and they are the parents of five children, namely: Hector A., twenty-three years of age, who pursued his education in grammar and high schools of Marlboro and in the Massachusetts Institute of Technology and is now learning the wire goods business under the direction of his father; Florence, twenty-one years of age, who pursued grade and high school courses and is also a graduate of St. Ann's Academy of Marlboro, Massachusetts; Hubert, a youth of nineteen, who has completed grammar and high school courses and is now pursuing an electrical engineering course in Northeastern University of Boston; Germaine, who is a graduate of the grade and high schools of Marlboro and is now attending the Boston Teachers' College; and Lucille, a high school student.

In public office Mr. Moineau is making a creditable record as inspector of wires in the city electrician's department. He belongs to the Marlboro Chamber of Commerce and the Boston Chamber of Commerce, as well as to the Rotary Club, and along more strictly social lines has membership connection with the Marlboro Country Club. He is likewise affiliated with the Benevolent and Protective Order of Elks, is a communicant of St. Mary's Roman Catholic church and belongs to the society of St. John the Baptist. The game of golf is his favorite pastime. Mr. Moineau has always lived in Massachusetts and is well entitled to representation among the successful manufacturers of the commonwealth.

INDEX

Abbott, Gordon	221	Blaikie, C. D.	377
Allen, P. R.	263	Bliss, M. E.	536
Alpert, George	283	Bosson, E. P.	572
Ambler, A. C.	381	Boston Arena	435
Ambler, C. A.	382	Bosworth, W. H.	193
Ambler, W. B.	383	Boutwell, G. S.	363
Ames, B. C.	200	Boutwell, R. H.	363
Ames, I. R.	201	Boutwell, R. M.	364
Ames, Warren	201	Bowen, C. F.	531
Anthony, J. L.	587	Bowen, J. E.	531
Arnold Shoe Co., M. N.	594	Bradley, H. O.	604
Arnold, W. P.	598	Bradley, J. E.	607
Arter, William	693	Bradley, Osgood	600
Atwater Knitting Co.	298	Brierly, W. W.	684
		Briggs, C. A.	616
Badger, A. C.	344	Brockton Tool Co.	338
Bailey, Frederick	312	Brown, W. H.	222
Bailey, W. M.	257	Bullard, W. I.	37
Baird, C. C.	137	Burke, J. F.	305
Baker, Geo., & Sons, Inc.	644		
Ball, F. A.	39	Cape Ann Anchor & Forge Co.	121
Bannon, Patrick	576	Carleton, G. F.	589
Bannon, W. H.	577	Carlton, H. E.	650
Barbour, P. E.	501	Carroll, E. H.	599
Barbour Welting Co.	498	Carter, H. A.	77
Barnum, D. D.	109	Carter, William	66
Barr, O. J.	310	Carter, W. H.	75
Bartel, W. P.	582	Caswell, H. H.	208
Barth, F. E.	684	Caustic-Claffin Co.	275
Bartlett, C. A.	707	Chapin, A. H.	407
Bartlett, E. N.	661	Charlton, R. H.	362
Barton, G. S.	662	Chilson, L. S.	224
Batchelder, G. L., Jr.	551	Clapp, Otis, & Son, Inc.	146
Battey, H. E.	331	Cobb & Drew, Inc.	567
Beacon Trust Co.	476	Cobb, C. H.	361
Beaman, W. L.	672	Cobb, J. L.	256
Belcher Co., George E.	470	Cobb, W. F., & Son Co.	486
Benoit, W. R.	259	Coburn, A. L.	65
Bent, A. E.	114	Colby, C. C.	280
Best Printing Co., W. S.	275	Cole, H. W.	138
Bettinger, H. B.	317	Collingwood, J. T.	575
Bigelow, E. A.	629	Colonial Can Co.	265
Bigelow, G. A.	628	Colonial Candle Co.	723
Billings, F. E.	654	Conant, W. E.	284
Bishop Co., Inc.	421	Converse Rubber Co.	305
Bishop, F. H.	248	Cook, E. L.	175

Coonley, Howard	42	Foss, B. S.	648
Cooper, F. I.	180	Foss, H. D.	348
Cortland Grinding Wheels Corp.	422	Foster Machine Co.	109
Coulson, William	291	Fowler, G. L.	49
Cowdrey, C. F.	634	Freeman, E. B.	648
Cowdrey, C. F., Jr.	635	Fuller, L. M.	413
Cowdrey, C. W. H.	635		
Cowdrey, H. E.	633	General Plate Co.	288
Cowdrey Machine Works, C. H.	630	Gilbert, E. C.	184
Cox, F. P.	39	Gingras, L. E.	215
Crane, W. M.	545	Glenwood Range Co.	585
Cunard Line	21	Glidden, G. B.	218
Cushing, W. F.	306	Gorse Co., Inc., William	251
		Gould, A. M.	571
Daniels, A. B.	63	Gow, C. R.	13
Davis, C. G.	271	Green, A. L.	459
Davis, H. T.	297	Guillermine, G. E.	478
DeLisse, J. J.	243	Guyot Bros. Co., Inc.	417
Dennett, Phillips	264		
Dodge, H. C.	733	Ham, R. L.	260
Draper, A. E.	322	Harriman, H. I.	10
Draper Bros. Co.	322	Hartley, G. D.	672
Draper, J. H.	326	Haskell, W. B.	83
Draper, R. L.	325	Hawes, J. C.	403
Drew, Fred	268	Haydenville Co.	100
Durfee, Nathan	110	Heald, A. C.	94
		Henderson, C. W.	488
Eaton, Crane & Pike Co.	542	Hennessy, William	292
Eaton-Dikeman Co.	117	Herne Co., J. F.	517
Edgar, C. L.	5	Herne, J. F.	518
Edwards, E. C.	537	Hill, M. O.	528
Eldridge, S. H.	383	Hobbs, Edwin	432
Elliott, J. A.	296	Hodgson, R. J.	106
Ellis, B. F.	525	Hollander & Johnson, Inc.	695
Ely, J. B.	172	Hollingsworth, Valentine	341
Esleeck, A. W.	186	Holman, S. M., Jr.	223
Evans Case Co.	438	Holmes, Levi	338
Everett, L. W.	641	Holmes, V. F.	255
		Hood, E. N.	581
Fales, H. T.	113	Hood, F. C.	541
Fales, L. F.	283	Hook & Hastings Co.	64
Feldman, Morris	267	Hoyt, F. M. & Co.	507
Fiberloid Corporation	445	Hubbard, Allen	568
Field Bros. Shoe Co., Inc.	54		
Field, C. B.	327	Industrial Appraisal Co.	48
Field, E. E.	56	Ingraham Co., A. S.	458
Field, F. F.	216	Italian Chamber of Commerce	129
Field, W. W.	249		
Fielding, Irving	17	J. & L. Tool Co.	487
Fisher, F. A.	123	Jacobsen, Norman	66
Fisher, W. N.	124	Jefferson Union Co.	435
Fitch, S. G. H.	391	Jefferson, E. D.	442
Flather, F. A.	659	Jenkins, W. L.	447
Folsom, L. B.	279	Jennings, J. W.	387
Forbes, Allan	412	Johnson, E. C.	250
Fortin, L. L.	304	Jordan Marsh Co.	189

Keeler, L. M.	627	Murphy, J. S.	84
Keltie, A. R.	384	Murphy's Sons Co., Robert	590
Kendall, F. H.	612	Murray, A. N.	6
Kenyon, W. D.	281		
Kimball, J. C.	18	Nason, F. W.	295
Kingsbury, A. L.	451	Nason, J. W.	296
Kingsbury Box & Printing Co.	448	National Rockland Bank	102
Kingsbury, H. P.	457	Neal, E. B.	230
Kinney Mfg. Co.	226	Nelson, R. J.	649
Kinney, J. R.	229	Nester, H. W.	727
Knights, A. A.	273	New Bedford Storage Warehouse Co.	197
Kyle, W. S.	99	New England Mica Co.	414
		Norwood Engineering Co.	115
Lacount, E. D.	315	Nutile, Thomas	133
LaVers, Carolyn	168		
Leach, R. M.	588	O'Donnell, A. B.	694
Ledyard, William	276	O'Hara, M. J.	695
Le Stage, Donald	107	Old Colony Envelope Co.	495
Lewis, D. B.	367	Oleson, O. E.	351
Ley, L. L.	168	Olin, G. A.	617
Littlefield, W. J.	271	Orr, G. M.	660
Lovejoy, R. F.	511		
Lowe, Ralph, Jr.	734	Palmer, G. E.	274
Lunt, G. C.	378	Palmer, L. G. H.	328
		Parker, Herbert	179
McCallum Hosiery Co.	169	Parkhurst, Lewis	86
McDonald, W. J.	148	Payne, F. H.	26
McElwain, C. C.	30	Peckham, J. H., & Sons, Inc.	491
McKee, W. J.	611	Perin-Walsh Co.	538
MacDonald, H. E.	373	Perkins, J. A.	557
Main, C. T.	50	Perkins, J. L.	555
Makepeace, B. L.	93	Perkins Machine & Gear Co.	552
Mandalian, S. G.	357	Perry, J. H.	558
Marcy, G. D.	155	Perry, Lizzie W.	225
Marshall, C. S.	714	Petitmermet, J. P.	556
Martin, J. M.	686	Pettingell-Andrews Co.	686
Marvin, H. A.	478	Plimpton, C. G.	414
Mason, J. F.	526	Plimpton, H. E.	24
Meade, James	683	Plimpton, H. M.	47
Meade Rubber Co.	678	Plunkett, W. C., & Sons Co.	205
Mellins Food Co. of North America	126	Pollard, A. G.	300
Merriam Company, A.	161	Pomeroy, B. C.	402
Miller, A. L.	202	Potter, C. S.	368
Miller, A. S., Jr.	615	Powell Co., C. H.	15
Miller, J. H.	298	Powers, S. L.	58
Miller, R. K., Jr.	316	Pratt, R. G.	701
Miller, W. D.	718	Price, C. B.	689
Mintz, Harry	266	Price, F. S.	690
Mitchell, Preston	394	Pro-phy-lac-tic Brush Co.	40
Mitton, G. W.	192		
Moineau, H. E.	735	Rauskolb, F. W.	210
Monks & Johnson	353	Ray, J. G.	164
Monks, A. G.	354	Raybold, W. J.	171
Moore, C. E.	16	Rickard, E. M.	720
Morse Twist Drill & Machine Co.	512	Ritchie, F. E.	666
Munroe, J. P.	505	Roberts, G. G.	185

Robinson, A. D.	424	Stuart, J. H.	707
Rogers, C. H.	428	Sturtevant, L. H.	464
Rogers, C. S.	428	Sturtevant Mill Co.	460
Rogers, L. A.	431	Sullivan, P. A.	272
Rogers, P. C.	578	Sullivan, W. P.	717
Rosenberg, S. H.	225	Sweet, H. E.	23
Rugg, F. W.	102	Sweet, H. N.	40
Russ, E. F.	125	Swift, E. K.	624
Saladino, Carmelo, Sr.	108	Taft, D. N.	436
Sampson & Murdock Co.	153	Taylor, J. A. B.	636
Sanderson, E. L.	522	Thackeray, R. G.	299
Sargent, G. A.	623	Thayer, J. E., Jr.	250
Schoonmaker, O. J.	718	Thompson, A. H., & Sons Co.	116
Scott, G. C.	381	Thompson & Lichtner Co., Inc.	140
Setchell, M. E.	418	Thompson, R. E.	34
Sheperdson, J. W.	647	Thompson, S. E.	142
Sherman Corporation	258	Tinkham, H. L.	118
Shuffleton, W. P.	677	Tinsley, J. F.	642
Shumway, W. H.	347	Tolman Print Inc.—University Press	156
Sim, F. D.	9	Towne, E. S.	497
Sim, P. A.	9	Tubular Rivet & Stud Co.	333
Sim, Peter	7	Tufts, Bowen	134
Sim, R. J.	8	Tyler, Daniel	334
Simonds Saw & Steel Co.	696	Urann, M. L.	62
Sinclair, H. R.	653	Van Noorden, Ezekiel	252
Sisson, E. A.	437	Van Norman Machine Tool Co.	728
Skinner, H. J.	139	Van Valkenburg Co., L. D.	548
Sleeper & Hartley, Inc.	666	Vose & Sons Piano Co.	482
Sleeper, F. H.	668	Vose, A. E.	290
Smart, E. E.	561	Walker, D. R.	547
Smith, A. R.	244	Waltham Machine Works	522
Smith, Elizur	466	Wamsutta Mills	57
Smith, F. A.	512	Washburn, F. B.	713
Smith, F. S.	374	Weston, H. J.	576
Smith Paper Co.	465	Weston, Philip	398
Smith, R. H., Jr.	367	Whitcher, F. W.	318
Smith, Wellington	469	White, G. E.	393
Snedden, George	404	White, J. E.	719
Southworth, E. B.	475	White, Luther	492
Southworth, F. K.	247	White-Smith Music Publishing Co.	562
Spaulding-Moss Co.	90	Whiting, William	82
State Street Trust Co.	408	Wilbur, R. H.	282
Steel Shot & Grit Co., Inc.	101	Willard, R. D.	518
Steele, F. R. C.	388	Willing, James	392
Stevens, B. M.	712	Willson, S. L.	235
Stevens, J. H.	711	Wilson, R. G.	337
Stevens, J. P.	708	Winter Bros. Co.	532
Stevens, Nathaniel	665	Woods Machine Co., S. A.	731
Stevenson, W. M.	618	Wright, W. C.	117
Stone, E. C.	508	Young, B. L.	358
Stone, S. M.	194		
Stoughton, E. L.	289		
Stuart, A. L.	702		
Stuart, B. F.	705		
Stuart, C. B.	706		

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